

Exhibit 53

September 12, 2022

IN THE UNITED STATES DISTRICT COURT
FOR THE SOUTHERN DISTRICT OF NEW YORK

RODNEY SINCLAIR, individually and on: NO.
behalf all others similarly situated: 20Civ.4528 (KMW) (GWG)

Plaintiffs,

-vs.-

MIKE BLOOMBERG 2020, INC.,

Defendant.

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SEPTEMBER 12, 2022

ZOOM VIDEOCONFERENCE 30(b)(6) DEPOSITION OF
DANIEL KANNINEN, held via remote teleconference hosted by
U.S. Legal Support, located at 1818 Market Street, Suite
1400, Philadelphia, Pennsylvania, on Monday, September 12,
2022, at 10:00 a.m., before Michelle Keys, a Stenographer
and Notary Public of the Commonwealth of Pennsylvania.

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<p style="text-align: right;">Page 26</p> <p>1 What does "organizing" mean?</p> <p>2 A. Are you asking that in the context of a</p> <p>3 campaign or in general?</p> <p>4 Q. Yeah. As in this is called the organizing</p> <p>5 department. And I'm just curious what the word</p> <p>6 "organizing" means in that context.</p> <p>7 A. Yeah. Organizing in the term -- in the -- in</p> <p>8 the context of democratic campaigns I would say</p> <p>9 usually refers to what may have previously been</p> <p>10 referred to as the field department of -- of</p> <p>11 campaigns. At some point, the term of art changed.</p> <p>12 And organizing largely refers to</p> <p>13 those activities that are done by field organizers,</p> <p>14 which is a position in a campaign. And, again,</p> <p>15 refers to the work done on the ground as opposed to</p> <p>16 work that could be done more remotely.</p> <p>17 Q. And a couple things you mentioned. One is</p> <p>18 door knocking.</p> <p>19 Can you explain what door knocking</p> <p>20 meant on the campaign?</p> <p>21 A. Sure.</p> <p>22 Door knocking, which could also be</p> <p>23 referred to as canvassing is simply the -- the</p> <p>24 tactic -- the campaign tactic of -- of building an</p> <p>25 infrastructure of volunteers largely, sometimes</p>	<p style="text-align: right;">Page 27</p> <p>1 staff, who physically knock on doors in a targeted</p> <p>2 neighborhood perhaps using a targeted list to have</p> <p>3 direct contact with either voters or perhaps</p> <p>4 volunteers.</p> <p>5 Q. And I think you said infrastructure of</p> <p>6 volunteers and sometimes staff.</p> <p>7 So is it true that both volunteers</p> <p>8 and staff would engage in door knocking?</p> <p>9 A. It would really depend region by region,</p> <p>10 state by state, turf by turf.</p> <p>11 Q. And how would it -- what would it depend on?</p> <p>12 A. Quite a few things, I'd imagine. First, it</p> <p>13 would depend upon the plan a state or a region in</p> <p>14 that state had in the context of our campaign. We</p> <p>15 had a variety of approaches in each state which may</p> <p>16 have been different. And so the type of tactics and</p> <p>17 also how they went about using their resources to</p> <p>18 engage in those tactics could have been different.</p> <p>19 It also could have been different</p> <p>20 based upon the capacity, resources, or performance</p> <p>21 of a particular region within a state.</p> <p>22 Q. And you also mentioned phone calls.</p> <p>23 What does that refer to?</p> <p>24 A. Phone calls like -- like canvassing or door</p> <p>25 knocking is a direct voter contact activity, meaning</p>
<p style="text-align: right;">Page 28</p> <p>1 volunteers or staff are picking up the phone and</p> <p>2 calling into a list either of prospective voters or</p> <p>3 perhaps prospective volunteers.</p> <p>4 Q. You mentioned a plan for a particular state</p> <p>5 or region.</p> <p>6 Can you tell me more about what</p> <p>7 the -- the organizing plan would have been for</p> <p>8 Massachusetts?</p> <p>9 A. I don't have a specific recollection of what</p> <p>10 the Massachusetts plan might have been.</p> <p>11 Q. Was there a Massachusetts organizing plan?</p> <p>12 A. I believe that every state that had an</p> <p>13 organizing director and staff would have had an</p> <p>14 organizing plan. So I assume so.</p> <p>15 Q. And would that plan have been created by</p> <p>16 Ms. Simpson, the national organizing director or by</p> <p>17 someone else?</p> <p>18 A. Again, I can't speak to Massachusetts with</p> <p>19 clarity, but generally speaking the plans would have</p> <p>20 been created at the state level, but using guidance</p> <p>21 and perhaps approval from the national team.</p> <p>22 Q. And what types of things would be in a</p> <p>23 state's plan?</p> <p>24 MR. BATTEN: I'm sorry. I didn't</p> <p>25 hear that question.</p>	<p style="text-align: right;">Page 29</p> <p>1 BY MR. DANNA:</p> <p>2 Q. I said: What types of things would be in a</p> <p>3 state's plan?</p> <p>4 A. Do you mean the type of tactics that they</p> <p>5 might have in the plan?</p> <p>6 Q. That -- sure.</p> <p>7 I'm just asking generally as someone</p> <p>8 not familiar with what a plan would look like or</p> <p>9 contain. You know, what would be -- what would be</p> <p>10 in there?</p> <p>11 A. Yeah. Well, at the simplest level, any</p> <p>12 campaign plan from any department would involve a</p> <p>13 distillation of the staff, their rules, their scope</p> <p>14 of work, their capacity, their structure. It would</p> <p>15 have involved -- it would involve a timeline for</p> <p>16 building that team. Usually referred to as a ramp.</p> <p>17 It would have involved a timeline of activities and</p> <p>18 tactics and a definition of those activities and</p> <p>19 tactics. Also sometimes referred to as a ramp.</p> <p>20 In other words, this week we're going</p> <p>21 to do so many of these things, and next week we're</p> <p>22 going to do these activities at this level. It</p> <p>23 might include a budget or requested budget.</p> <p>24 Q. Does the state plan reflect the campaign</p> <p>25 strategy for that particular state?</p>

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<p style="text-align: right;">Page 30</p> <p>1 A. A state plan should reflect to be responsive</p> <p>2 to the strategy, yes.</p> <p>3 Q. And when you said "a requested budget," is</p> <p>4 there someone at the national level who would</p> <p>5 approve a state's requested budget?</p> <p>6 A. Yes. There were multiple players in that</p> <p>7 kind of decision-making process. Both from a</p> <p>8 departmental level, so field department, organizing</p> <p>9 department, communications department, paid media,</p> <p>10 and then, of course, leadership in headquarters.</p> <p>11 Q. And who at the state level -- and, again, I'm</p> <p>12 referring specifically to Massachusetts, if you</p> <p>13 know.</p> <p>14 Who at the state level would create</p> <p>15 their state's plan?</p> <p>16 A. I don't think the state -- the -- sorry.</p> <p>17 Are you asking at the state level who</p> <p>18 would create the state's plan?</p> <p>19 Q. Yes.</p> <p>20 A. Generally speaking, I would expect states to</p> <p>21 get guidance from their national department heads</p> <p>22 that helped in a template form direct them. And</p> <p>23 then the state department leads -- so that could</p> <p>24 include communications, digital, organizing, et</p> <p>25 cetera, would in turn take that template and create</p>	<p style="text-align: right;">Page 31</p> <p>1 a plan tailored to their state. And then state</p> <p>2 leadership would synthesize all of that into a</p> <p>3 single state's plan and send it back up to</p> <p>4 headquarters. Generally speaking, that's how I</p> <p>5 would expect it to operate.</p> <p>6 Q. And why would they send it back up to</p> <p>7 headquarters?</p> <p>8 A. Every plan of any campaign needs to be</p> <p>9 tethered to a central strategy consistent with the</p> <p>10 candidate's core message and -- and political</p> <p>11 objectives. And so at every level of the campaign,</p> <p>12 you want good coordination and visibility into the</p> <p>13 plan.</p> <p>14 Q. And that central strategy including the</p> <p>15 candidate's message and objectives, is that</p> <p>16 determined at the -- the national headquarter's</p> <p>17 level?</p> <p>18 A. Is the national strategy determined at the</p> <p>19 headquarters level? Is that the question?</p> <p>20 Q. Yes.</p> <p>21 You mentioned that every state plan</p> <p>22 needs to be tethered to a central strategy. And I'm</p> <p>23 asking if that central strategy is created by the</p> <p>24 national headquarters of the campaign.</p> <p>25 A. Sure.</p>
<p style="text-align: right;">Page 32</p> <p>1 I would say that the national</p> <p>2 strategy, meaning distilling, you know, into a short</p> <p>3 concise, few bullets, the path to victory is done</p> <p>4 first nationally, as for the frame, and then</p> <p>5 provided to states seeking their input to tailor</p> <p>6 that in a way that fits the politics, the resources,</p> <p>7 and the voting constituency on the ground.</p> <p>8 Q. And when you said "every level needs good</p> <p>9 coordination," what did you mean by "good</p> <p>10 coordination"?</p> <p>11 A. Well, campaigns, you know, at their root are</p> <p>12 about time and -- and communicating to the right</p> <p>13 constituency of voters effectively. And so</p> <p>14 decisions that are made both at the state level need</p> <p>15 the benefit of understanding, for example, if paid</p> <p>16 media would be coming into their state or not.</p> <p>17 Similarly, decisions of the national level would be</p> <p>18 better made with information about what's happening</p> <p>19 on the ground and how it's going.</p> <p>20 Q. And I'm going to jump back to this -- this</p> <p>21 exhibit.</p> <p>22 So kind of in the middle on that row</p> <p>23 is the "East Regional Director, Rob Diamond."</p> <p>24 Could you tell me what was the East</p> <p>25 Region?</p>	<p style="text-align: right;">Page 33</p> <p>1 A. There may be some modification to this, but</p> <p>2 generally speaking, the regions were constructed</p> <p>3 based on time zones. So for the most part -- and,</p> <p>4 again, there may have been a couple exceptions. But</p> <p>5 for the most part, the states in the Eastern Region</p> <p>6 would have been states in the Eastern time zone.</p> <p>7 Q. So Massachusetts was in the East Region?</p> <p>8 A. That's my recollection, yes.</p> <p>9 Q. What was the role of the East regional</p> <p>10 director?</p> <p>11 A. The East regional director, like all the</p> <p>12 regional directors, served as the head of what we</p> <p>13 sometimes casually refer to as the "pod." And the</p> <p>14 pod are staffers who act as desks or liaisons for</p> <p>15 their departments. And they have a corresponding</p> <p>16 person in the states that helps ensure good</p> <p>17 information flow and coordination.</p> <p>18 Q. Okay. One more on this page. Over on the</p> <p>19 right, there's a title called "Director Organizing</p> <p>20 Technology."</p> <p>21 What does that refer to?</p> <p>22 A. That's a good question. That's -- that could</p> <p>23 refer to a few different things. I have a vague</p> <p>24 recollection that that particular role evolved over</p> <p>25 time. So I'm not exactly sure what that -- that</p>

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<p style="text-align: right;">Page 34</p> <p>1 staffer did with respect to the states at this</p> <p>2 juncture versus later. I could speculate as to what</p> <p>3 the role ended up being, but I think that was one</p> <p>4 that shifted a bit.</p> <p>5 Q. Is there anything that you know without</p> <p>6 speculating about what the director of organizer</p> <p>7 technology did on the campaign?</p> <p>8 A. At a very early stage, I know that that</p> <p>9 particular person -- and it may not have been in</p> <p>10 that -- that title at that point -- helped to</p> <p>11 identify some, but not all, the platforms or tech --</p> <p>12 tech tools that -- that states might employ to</p> <p>13 assist their organizing efforts.</p> <p>14 Q. Were there any other departments or teams</p> <p>15 responsible for identifying platforms and tech tools</p> <p>16 that states employed?</p> <p>17 A. I'm sure the organizing department</p> <p>18 contributed to that discussion quite a bit, being</p> <p>19 the team that, you know, helped build the structure</p> <p>20 and manage those employees. They would have had</p> <p>21 a -- have equities in the tools they used, for sure.</p> <p>22 Q. Okay. And the next page of this document,</p> <p>23 page 2, it appears to be focused on the East Region.</p> <p>24 And we have that same "Regional Director, Rob</p> <p>25 Diamond" at the top. And then below him, there is a</p>	<p style="text-align: right;">Page 35</p> <p>1 title here "Deputy Regional Director."</p> <p>2 What was the role of the deputy</p> <p>3 regional director in the East Region?</p> <p>4 A. So the deputy regional director in the</p> <p>5 East -- and I think this is consistent across all</p> <p>6 the regions -- would have been the number two in</p> <p>7 that pod structure. And what you're looking at here</p> <p>8 is that pod I described a minute ago. The deputy,</p> <p>9 you know, functionally is the number two to the</p> <p>10 regional director.</p> <p>11 In some states, the deputy -- sorry.</p> <p>12 In some regions, the deputy and the regional</p> <p>13 director split their duties in different ways. You</p> <p>14 know, some tackling a particular scope and the other</p> <p>15 tackling another scope. So in that way, worked on</p> <p>16 as partners as much as a subordinate relationship.</p> <p>17 Q. Okay. And -- and I'd like go through at</p> <p>18 least some of the -- the departments on the next</p> <p>19 line and just understand what they did and what the</p> <p>20 titles did.</p> <p>21 I see one here in the middle called</p> <p>22 "Regional Finance Lead."</p> <p>23 What would have been the role of the</p> <p>24 regional finance lead in the East Region?</p> <p>25 A. I believe the finance lead largely interfaced</p>
<p style="text-align: right;">Page 36</p> <p>1 with the New York operational and -- and fiscal team</p> <p>2 on some of the financial operations components. I</p> <p>3 have recollection that we expanded the operations</p> <p>4 team with this finance lead to help have a very</p> <p>5 clear cohort or -- or -- or corresponding staffer</p> <p>6 in -- in New York to work with the states so that</p> <p>7 issues involving transfer of -- of resources were</p> <p>8 seamless. Or as best as possible, they were</p> <p>9 seamless.</p> <p>10 Q. So just so I understand, there was an</p> <p>11 operations team in New York that would work with the</p> <p>12 East regional finance lead on fiscal issues in the</p> <p>13 states in the East Region.</p> <p>14 Is that what you said?</p> <p>15 A. Yes. Although as I look at this document,</p> <p>16 and -- and, again, I'm not sure if this ended up</p> <p>17 being the final org chart. And I'm struggling to</p> <p>18 recall if -- if that's, in fact, the position title</p> <p>19 we landed on. In part because in -- in most</p> <p>20 campaigns, a finance lead would refer to a</p> <p>21 fundraising lead, which is not a -- a department we</p> <p>22 had on our campaign. And so I'm -- I'm actually not</p> <p>23 sure entirely if that's maybe an early org chart</p> <p>24 that assumed that role that never actually was</p> <p>25 created, or perhaps this became that sort of budget</p>	<p style="text-align: right;">Page 37</p> <p>1 role that I described earlier. I don't recall with</p> <p>2 precision.</p> <p>3 Q. Okay. And you mentioned a fiscal team in</p> <p>4 New York that --</p> <p>5 THE STENOGRAPHER: You're coming in</p> <p>6 muffled.</p> <p>7 MR. DANNA: Sorry about that.</p> <p>8 BY MR. DANNA:</p> <p>9 Q. So you mentioned a fiscal team in New York</p> <p>10 that this role may have interfaced with.</p> <p>11 What would have been the</p> <p>12 responsibility of that fiscal team in New York?</p> <p>13 A. I probably couldn't speak to the entire</p> <p>14 responsibility of that team, as that would have been</p> <p>15 outside the purview of my -- my job. I could only</p> <p>16 speak to how our team interfaced with them.</p> <p>17 Q. Yeah, that's fine. I'd just like your -- you</p> <p>18 know, your knowledge of what the fiscal team did.</p> <p>19 A. Yeah. My understanding of how our -- our</p> <p>20 states team would have engaged the broader fiscal</p> <p>21 team is that in the mechanics of -- of everything</p> <p>22 involving money and the states teams -- so that</p> <p>23 could be payroll, that could be leases and rent for</p> <p>24 offices. I don't think it extended to paid media,</p> <p>25 but in theory it could have extended to the -- the</p>

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<p style="text-align: right;">Page 38</p> <p>1 processing of -- of those payments. That was a bit</p> <p>2 out of our purview. But those kind of logistics</p> <p>3 would have been the -- the relationship.</p> <p>4 So if we knew, for example, that we</p> <p>5 were going to be onboarding a bunch of staff, you</p> <p>6 know, anywhere, ensuring the fiscal team -- and,</p> <p>7 again, I'm not sure that that's what they were</p> <p>8 called. It's a casual term I'm using. To stay</p> <p>9 ahead of those things, they weren't surprised, was</p> <p>10 how we would engage with them.</p> <p>11 Q. Was there -- if it wasn't this regional</p> <p>12 finance lead title, was there someone else in the</p> <p>13 East Region who was overseeing state budgets?</p> <p>14 A. I think the operations team would have had a</p> <p>15 line of sight into state budgets, as well as perhaps</p> <p>16 the leadership in the region depending upon their</p> <p>17 focus.</p> <p>18 Q. So then on this org chart, jumping over a</p> <p>19 bit, there is a "Regional Operations Director."</p> <p>20 When you say "the operations team,"</p> <p>21 are you referring to a team that would have been led</p> <p>22 by a regional operations director?</p> <p>23 A. Yes. Although I don't think -- I make one</p> <p>24 caveat to that. I don't think the regional</p> <p>25 operations director led, you know, a states -- an</p>	<p style="text-align: right;">Page 39</p> <p>1 operation team in New York. I would describe that</p> <p>2 role somewhat differently.</p> <p>3 Q. How would you describe the regional</p> <p>4 operations director role?</p> <p>5 A. I would describe the regional operations</p> <p>6 director role first and foremost as being a liaison</p> <p>7 to the state operations director in all the states</p> <p>8 in which they had geographic equities.</p> <p>9 So for the East, this role would have</p> <p>10 been the direct point of contact for a state</p> <p>11 operations director in all of the states we had</p> <p>12 staff in the Eastern time zone. And as a liaison,</p> <p>13 that could mean giving them guidance, templates,</p> <p>14 establishing processes for budget approvals or for</p> <p>15 fiscal approvals or dealing with payroll issues or</p> <p>16 office leases, that sort of thing.</p> <p>17 Q. So the regional operations director would</p> <p>18 liaise with the Massachusetts state operations</p> <p>19 director; is that right?</p> <p>20 A. Generally speaking that's how it would work,</p> <p>21 yes.</p> <p>22 Q. And what as the role of the Massachusetts</p> <p>23 state operations director?</p> <p>24 A. Speaking generally to what operations</p> <p>25 directors do in most states, I would assume that</p>
<p style="text-align: right;">Page 40</p> <p>1 their role would have been to help with those</p> <p>2 logistical tasks I've described. For example, the</p> <p>3 onboarding of personnel, offices, maybe tech and</p> <p>4 supply issues.</p> <p>5 Q. And when you say help with the things that</p> <p>6 you just listed, what does that mean in practice?</p> <p>7 What would they be doing?</p> <p>8 A. Well, in practice -- and I should say I've</p> <p>9 never been a state operations director, so I'm, you</p> <p>10 know, giving this comment based upon having managed</p> <p>11 folks that manage them.</p> <p>12 My understanding is that in practice,</p> <p>13 it could be, you know, ensuring that, you know,</p> <p>14 whatever inputs into a payroll system were made</p> <p>15 properly, right? Ensuring that your New York</p> <p>16 operations director knows about the plans to onboard</p> <p>17 anyone in the state, you know, or offboard anyone in</p> <p>18 the state. That you're working hand in glove with</p> <p>19 the state -- the New York team on things like</p> <p>20 identifying places for -- for offices. Maybe</p> <p>21 vetting those places to ensure they make sense,</p> <p>22 executing a lease. So they might be the person in a</p> <p>23 state who actually performs those kind of tasks.</p> <p>24 Q. Did the East Region have a regional HR</p> <p>25 director?</p>	<p style="text-align: right;">Page 41</p> <p>1 A. I -- I believe all the regions had an HR</p> <p>2 director, at least someone identified as the point</p> <p>3 person for that responsibility.</p> <p>4 Q. And what was the role of the regional HR</p> <p>5 director?</p> <p>6 A. The HR leads in -- in New York -- and I don't</p> <p>7 recall if we established them as directors versus</p> <p>8 leads versus a liaison. I apologize. But that role</p> <p>9 would have been to be a point person to deal with HR</p> <p>10 issues, employment issues that arose in the states.</p> <p>11 Q. And can you give some examples of the HR</p> <p>12 issues or employment issues that you just referred</p> <p>13 to?</p> <p>14 A. Sure.</p> <p>15 I'm speaking generally here, not with</p> <p>16 any specific knowledge to Massachusetts or any other</p> <p>17 state. But generally speaking and typical of most</p> <p>18 campaigns and really any organization with the</p> <p>19 number of staff we're dealing with here, there are</p> <p>20 the rare but unfortunate issues which I would</p> <p>21 describe as HR issues, including nonperformance,</p> <p>22 could include insubordination, could include</p> <p>23 harassment, that type of claims.</p> <p>24 Those in particular, if they</p> <p>25 occurred, would have been elevated I think pretty</p>

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<p style="text-align: right;">Page 42</p> <p>1 quickly to the HR leads to ensure what they were</p> <p>2 dealt with in a professional manner and appropriate</p> <p>3 manner.</p> <p>4 Q. Was there a Massachusetts state HR lead or</p> <p>5 director?</p> <p>6 A. I don't recall if we established that role or</p> <p>7 if Massachusetts themselves established that role.</p> <p>8 They may have.</p> <p>9 Q. If Massachusetts didn't have a separate HR</p> <p>10 lead role, is there a different role or department</p> <p>11 in Massachusetts that would have done those same</p> <p>12 functions?</p> <p>13 A. I can't speak to what Massachusetts did, but</p> <p>14 generally speaking, those roles would -- those</p> <p>15 functions would often flow through an operations</p> <p>16 team in a state.</p> <p>17 Q. Did the campaign have a legal department?</p> <p>18 A. We definitely had counsel. I don't know that</p> <p>19 I would refer to them as a department. Perhaps they</p> <p>20 were.</p> <p>21 Q. When you say "had counsel," does that refer</p> <p>22 to internal employees of the campaign or external</p> <p>23 counsel?</p> <p>24 A. That's why I hesitate to -- to be super</p> <p>25 clear. I don't know if -- if the lawyers</p>	<p style="text-align: right;">Page 43</p> <p>1 representing the campaign would have been internal</p> <p>2 employees versus, you know, firms on contract for</p> <p>3 various purposes.</p> <p>4 Q. Did the -- did Massachusetts have its own</p> <p>5 legal counsel?</p> <p>6 A. I don't know.</p> <p>7 Q. I'm going to switch to another exhibit.</p> <p>8 MR. DANNA: This is Exhibit 3. It</p> <p>9 has a Bates number ending in 15832.</p> <p>10 - - -</p> <p>11 (Whereupon, Exhibit 3 was marked for</p> <p>12 identification.)</p> <p>13 - - -</p> <p>14 BY MR. DANNA:</p> <p>15 Q. And, Mr. Kanninen, do you know what this is?</p> <p>16 A. Only by reading the document itself.</p> <p>17 Q. Can you tell me your understanding of what</p> <p>18 this is?</p> <p>19 MR. BATTEN: Objection.</p> <p>20 THE WITNESS: This appears to be an</p> <p>21 email regarding operations team -- team</p> <p>22 updates.</p> <p>23 BY MR. DANNA:</p> <p>24 Q. Who is Chris Curry?</p> <p>25 A. Chris Curry was a member of the states team</p>
<p style="text-align: right;">Page 44</p> <p>1 in New York on the operations team specifically.</p> <p>2 Q. And on the bottom of this first page, there's</p> <p>3 a bullet point that says "Don't sign on the dotted</p> <p>4 line."</p> <p>5 Do you see that?</p> <p>6 A. I do.</p> <p>7 Q. And this says "At no point should anyone in a</p> <p>8 state be signing contracts. There are only a few</p> <p>9 authorized signers on the campaign, and they are all</p> <p>10 on the finance team at HQ."</p> <p>11 What does that mean?</p> <p>12 MR. BATTEN: Objection.</p> <p>13 THE WITNESS: To me, it would mean</p> <p>14 exactly what is written in this -- in this</p> <p>15 email.</p> <p>16 BY MR. DANNA:</p> <p>17 Q. In your own words, then, could you state what</p> <p>18 you think it means?</p> <p>19 MR. BATTEN: Objection.</p> <p>20 THE WITNESS: This appears to be</p> <p>21 guidance to states about who is authorized</p> <p>22 to sign contracts and who is not.</p> <p>23 BY MR. DANNA:</p> <p>24 Q. What contracts is this email referring to?</p> <p>25 A. I couldn't speculate to what contracts this</p>	<p style="text-align: right;">Page 45</p> <p>1 email refers to.</p> <p>2 Q. What is an authorized signer to the campaign?</p> <p>3 MR. BATTEN: Objection.</p> <p>4 THE WITNESS: Again, I'd be</p> <p>5 speculating without knowledge of what this</p> <p>6 conversation -- this operations thread was</p> <p>7 about.</p> <p>8 BY MR. DANNA:</p> <p>9 Q. Did anyone in Massachusetts have authority to</p> <p>10 sign contracts on behalf of a campaign?</p> <p>11 A. I don't know.</p> <p>12 Q. What's the role of the state director in</p> <p>13 Massachusetts?</p> <p>14 A. Generally speaking, a state director is the</p> <p>15 most senior staff in a particular state for the</p> <p>16 campaign and would be in charge of -- of building</p> <p>17 the team around them and ultimately the person in</p> <p>18 charge of the execution across all departments of</p> <p>19 campaign tactics in that state.</p> <p>20 MR. DANNA: Okay. I'm going to</p> <p>21 introduce Exhibit 4.</p> <p>22 - - -</p> <p>23 (Whereupon, Exhibit 4 was marked for</p> <p>24 identification.)</p> <p>25 - - -</p>

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<p style="text-align: right;">Page 46</p> <p>1 BY MR. DANNA:</p> <p>2 Q. This one I think is the -- the file size is</p> <p>3 too large, so I think I'll just screen share.</p> <p>4 Okay. So this is a document that</p> <p>5 begins with Bates number 11260. It's a 134-page</p> <p>6 document. But just, you know, based on the first</p> <p>7 page, Mr. Kanninen, I'll ask if you have seen this</p> <p>8 or have an understanding of what -- what it is.</p> <p>9 A. I have seen this document in preparation for</p> <p>10 this deposition. I do not know who created this</p> <p>11 document or where it lived in the draft-to-final</p> <p>12 plan process within the campaign.</p> <p>13 Q. What is this document used for?</p> <p>14 A. Again, I don't know exactly what this</p> <p>15 document is or from what it came from. So it's --</p> <p>16 it's hard for me to say that it was used really at</p> <p>17 all.</p> <p>18 Q. Okay. I'm going to switch down to page 54.</p> <p>19 And so this is the portion of the</p> <p>20 document that starts at Bates number 11313. And I</p> <p>21 understand your statements about your knowledge of</p> <p>22 this specific document. So when I'm using this</p> <p>23 exhibit, I'll just be asking questions about the</p> <p>24 roles it refers to. But I do understand your</p> <p>25 statements about the document itself.</p>	<p style="text-align: right;">Page 47</p> <p>1 So here it says "Massachusetts state</p> <p>2 director." And in one of the bullet points under</p> <p>3 "Responsibilities," it says "Accountable for</p> <p>4 reaching statewide goals and metrics outlined in the</p> <p>5 field plan by regional states director."</p> <p>6 Do you see that?</p> <p>7 A. I do.</p> <p>8 Q. So earlier we had talked about a state plan</p> <p>9 for Massachusetts.</p> <p>10 Is that the same thing as a field</p> <p>11 plan, or is a field plan something different?</p> <p>12 A. I -- I don't know what a field plan referred</p> <p>13 to. And as I mentioned earlier, the field</p> <p>14 department is how we used to refer to -- and by</p> <p>15 "used to," I mean several -- several campaign cycles</p> <p>16 ago, maybe 2012. It would have said the field</p> <p>17 department, and then that shifted to organizing</p> <p>18 department at some point. So this could refer to</p> <p>19 the organizing plan. It could refer to something</p> <p>20 different.</p> <p>21 It's a term that doesn't make a lot</p> <p>22 of sense in the context of a document like this,</p> <p>23 which is again why I -- I say not knowing if this</p> <p>24 was a draft written by an assistant or it's</p> <p>25 placeholder language. It's hard to understand what</p>
<p style="text-align: right;">Page 48</p> <p>1 was meant by that.</p> <p>2 Q. Okay. And are you familiar with the terms</p> <p>3 "statewide goals and metrics"?</p> <p>4 A. Yes.</p> <p>5 Q. And what do those terms refer to?</p> <p>6 A. Generally we would provide goals, you know,</p> <p>7 both for states, for departments, perhaps. And</p> <p>8 those goals would be associated with some kind of</p> <p>9 metrics to track progress and to help us revisit</p> <p>10 goals, should that be necessary.</p> <p>11 Q. And you say "we would provide goals for</p> <p>12 states." Who do you mean by "we" in that sentence?</p> <p>13 A. Very generally speaking, campaign leadership.</p> <p>14 And by -- by that, I mean, in this case, maybe</p> <p>15 states leadership. So our -- our core team in New</p> <p>16 York might establish some -- some broad goals.</p> <p>17 However, we would also rely upon state leadership to</p> <p>18 create tailored goals specific to their teams and</p> <p>19 their states, and then work in partnership to</p> <p>20 identify the metrics that we agreed we would track</p> <p>21 and perhaps establish whatever numeric goal within</p> <p>22 those metrics might be appropriate.</p> <p>23 Q. So the campaign's goals and metrics were</p> <p>24 determined by the leadership teams in New York and</p> <p>25 the state leadership at the state level; is that</p>	<p style="text-align: right;">Page 49</p> <p>1 right?</p> <p>2 A. It's probably worth being more clear what you</p> <p>3 mean by "the campaign's goals and metrics," because</p> <p>4 there were obviously several different versions of</p> <p>5 goals and metrics across the organization.</p> <p>6 Q. So here I'm referring to any goals and</p> <p>7 metrics the campaign had that applied to</p> <p>8 Massachusetts specifically.</p> <p>9 So my question would be: For goals</p> <p>10 and metrics applying to Massachusetts, is it right</p> <p>11 that those goals and metrics would be created by</p> <p>12 campaign's leadership in New York and the state</p> <p>13 leadership team in Massachusetts?</p> <p>14 A. It would depend, I think, on -- on the</p> <p>15 particular department, the particular goal, and the</p> <p>16 metric. Generally it's fair to say that goals and</p> <p>17 metrics identified at the leadership level in</p> <p>18 New York would be discussed with the leadership</p> <p>19 level in Massachusetts to ensure they were</p> <p>20 consistent and made sense given the facts on the</p> <p>21 ground.</p> <p>22 Q. And what are some examples of goals and</p> <p>23 metrics?</p> <p>24 A. Well, the number one goal and metric would</p> <p>25 have been delegates across the entire national</p>

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<p style="text-align: right;">Page 50</p> <p>1 battlefield, but then, of course, specific to</p> <p>2 states.</p> <p>3 Q. Are there any other examples of goals and</p> <p>4 metrics that you would give?</p> <p>5 A. Sure.</p> <p>6 We could have had a goal, for</p> <p>7 example, of endorsements both nationally and by</p> <p>8 state.</p> <p>9 Q. Okay. And another role that's mentioned in</p> <p>10 this document is a state organizing director.</p> <p>11 Can you describe the responsibilities</p> <p>12 of a state organizing director in Massachusetts?</p> <p>13 A. Generally speaking, an organizing director in</p> <p>14 any -- any state would be the head of that</p> <p>15 department within the state. They would work with</p> <p>16 their counterpart in New York headquarters. They</p> <p>17 would establish an organizing plan for that state.</p> <p>18 And by "organizing plan," I mean a plan for the</p> <p>19 organizing department, which includes organizers.</p> <p>20 They would have hired the infrastructure around them</p> <p>21 in the department, which in turn would have built</p> <p>22 out the infrastructure throughout the state, and</p> <p>23 then managed the execution of the tactics of that</p> <p>24 department.</p> <p>25 Q. Did Massachusetts have an organizing plan?</p>	<p style="text-align: right;">Page 51</p> <p>1 A. I'm quite confident that all of our states</p> <p>2 that had an organizing director would have had an</p> <p>3 organizing plan, so I assume so. Yes.</p> <p>4 Q. And what are the -- the types of things that</p> <p>5 would appear in a state organizing plan?</p> <p>6 A. Much like the previous answer on state plans,</p> <p>7 they would include the staffing plan, a timeline, a</p> <p>8 description of tactics, a ramp up of those tactics</p> <p>9 across that timeline.</p> <p>10 Q. And it's part of the job responsibility of</p> <p>11 the state organizing director to establish that</p> <p>12 state's organizing plan?</p> <p>13 A. Yes, largely. They would do that in</p> <p>14 conjunction with some guidance perhaps of their</p> <p>15 counterparts in New York at the regional level. But</p> <p>16 largely I would expect the state organizing director</p> <p>17 to lead that process.</p> <p>18 Q. Does the state organizing director manage the</p> <p>19 organizing team in that state?</p> <p>20 A. It could depend, I suppose.</p> <p>21 Q. What would it depend upon?</p> <p>22 A. I think it would depend on the specific</p> <p>23 structure by state. For example, larger states with</p> <p>24 a larger staff might have a deputy organizing</p> <p>25 director who took on a management role in a way that</p>
<p style="text-align: right;">Page 52</p> <p>1 allowed the state -- the state organizing director</p> <p>2 to take more of a strategic role. That's possible.</p> <p>3 It really would depend on the personnel.</p> <p>4 But they -- they certainly could and</p> <p>5 probably in many cases would have the responsibility</p> <p>6 of -- of management.</p> <p>7 Q. In Massachusetts, was there a deputy</p> <p>8 organizing director?</p> <p>9 A. I don't recall.</p> <p>10 Q. Was there a data director in Massachusetts?</p> <p>11 A. I would expect so.</p> <p>12 Q. And what was the role of the data director?</p> <p>13 A. Generally speaking in -- in state structures,</p> <p>14 a data director in a state would be providing</p> <p>15 various departments with the lists or the data</p> <p>16 required to complete their tasks.</p> <p>17 Q. So if we just focus on the organizing</p> <p>18 department --</p> <p>19 A. Uh-huh.</p> <p>20 Q. -- what are the lists or data that the data</p> <p>21 director would provide to complete the tasks of the</p> <p>22 organizing department?</p> <p>23 A. Yeah. It could be a few things depending</p> <p>24 upon the program. For instance, it could be a list</p> <p>25 of a certain cohort of voters either for phone calls</p>	<p style="text-align: right;">Page 53</p> <p>1 or for canvassing. It could also be a list of</p> <p>2 potential volunteer leads, people who the data</p> <p>3 suggests would have a high propensity to be</p> <p>4 interested in supporting the campaign, and,</p> <p>5 therefore, become a volunteer.</p> <p>6 Q. And when you say the data director would</p> <p>7 provide the departments with this -- these lists or</p> <p>8 data, if we're talking specifically about the</p> <p>9 organizing department, who would the data director</p> <p>10 be providing that data to?</p> <p>11 A. You mean which staffer in particular?</p> <p>12 Q. Yeah. If there's a particular role or title.</p> <p>13 A. Again, I'd rely on the fact that it can -- it</p> <p>14 can change state by state depending upon the size of</p> <p>15 the structure, who exactly is interfacing with a</p> <p>16 department would depend a lot of what roles existed.</p> <p>17 Q. And do you know in Massachusetts</p> <p>18 specifically?</p> <p>19 A. I don't have a precise recollection of their</p> <p>20 data field structure. So, no. Organizing</p> <p>21 structure, I should say.</p> <p>22 Q. Did the data director in a state have any</p> <p>23 other responsibilities besides providing lists or</p> <p>24 data to departments?</p> <p>25 A. Generally speaking, a data director could</p>

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<p style="text-align: right;">Page 54</p> <p>1 assist various departments in -- in creating</p> <p>2 geographic turf, meaning looking at the actual</p> <p>3 geography of where voters lived and helping to</p> <p>4 organize that based on pockets of more densely</p> <p>5 organized voters, for instance. They could help</p> <p>6 with the paid media department in getting a list</p> <p>7 of -- a targeted list of voters to send direct mail</p> <p>8 to, for example. They might be advisory in some</p> <p>9 aspects to state leadership on strategy based on</p> <p>10 what they were seeing in the data.</p> <p>11 It would really depend on the</p> <p>12 individual and the state's structure, but it -- it</p> <p>13 could involve any of those things. Not necessarily,</p> <p>14 however.</p> <p>15 Q. Could you clarify what you mean by "creating</p> <p>16 geographic turf"?</p> <p>17 A. Yes.</p> <p>18 We generally refer to "turf" in a</p> <p>19 campaign context as the geography by which we</p> <p>20 organize an area down to. And then that turf is</p> <p>21 assigned to staff. And effectively their role is to</p> <p>22 then think of that turf as their domain to run their</p> <p>23 program.</p> <p>24 You want turf to be designed and --</p> <p>25 and established in a way that's efficient based upon</p>	<p style="text-align: right;">Page 55</p> <p>1 where you have staff, where you have volunteers,</p> <p>2 and -- and how voters are organized in geographies</p> <p>3 so that it can be as efficient as possible to engage</p> <p>4 them effectively.</p> <p>5 Q. So it's the data director in a state that</p> <p>6 creates the turf based on those factors that you</p> <p>7 just described?</p> <p>8 A. I wouldn't say they would create it, but they</p> <p>9 have the important role of -- of using and</p> <p>10 navigating the tools that do so. How turf is</p> <p>11 created and decided what will constitute the turf</p> <p>12 that they've used to organize is a function of both</p> <p>13 state leadership and the organizing department</p> <p>14 itself. Could be the regional organizing director</p> <p>15 that is creating turf within a congressional</p> <p>16 district; could be the deputy organizing director</p> <p>17 that's looking across the entire state. They would,</p> <p>18 in either case, be working with the data team.</p> <p>19 Could be the data director; could be a subordinate</p> <p>20 depending on how -- depending upon how big the team</p> <p>21 is.</p> <p>22 But the data teams were all enlisted</p> <p>23 to manipulate the actual tools that look at the --</p> <p>24 the data, the maps, you know, and create those --</p> <p>25 those maps with the guidance of the organizing or</p>
<p style="text-align: right;">Page 56</p> <p>1 leadership team.</p> <p>2 Q. And you also mentioned the data director</p> <p>3 coming up with lists of voters for phone calls and</p> <p>4 canvassing; is that right?</p> <p>5 A. Yes.</p> <p>6 Q. Did anyone else on the state level create</p> <p>7 lists of voters for phone calls or canvassing</p> <p>8 besides the data director or data team?</p> <p>9 A. I'm sure, but it would have depended on the</p> <p>10 state and who had access to the voter file to do</p> <p>11 that.</p> <p>12 Q. Do you know specifically in Massachusetts?</p> <p>13 A. I do not.</p> <p>14 Q. And when you say "who had access to the voter</p> <p>15 file," what does that mean?</p> <p>16 A. Well, the voter file is a centralized</p> <p>17 database of voters across the country. And</p> <p>18 depending upon your geography, you might be given</p> <p>19 access to the parts of the file relevant to your</p> <p>20 geography. And permissions for that really depend</p> <p>21 on many things, including the type of program you</p> <p>22 were running, and the activities of -- of</p> <p>23 organizers.</p> <p>24 So in some instances, it would be</p> <p>25 important for organizers or perhaps for regional</p>	<p style="text-align: right;">Page 57</p> <p>1 organizing directors to have direct access in the</p> <p>2 file to directly create lists. In other instances,</p> <p>3 that might not be necessary or advisable. It would</p> <p>4 depend quite a bit on the program.</p> <p>5 Q. In Massachusetts, did organizers have access</p> <p>6 to the campaign's voter file?</p> <p>7 A. I don't recall what access or permissions</p> <p>8 they would have had.</p> <p>9 Q. Did regional organizer directors have access</p> <p>10 to the campaign's voter file in Massachusetts?</p> <p>11 A. I don't recall.</p> <p>12 Q. What is the role of the regional organizing</p> <p>13 director in the campaign?</p> <p>14 A. Generally a regional organizing director</p> <p>15 would be the layer in between statewide organizing</p> <p>16 leadership and the organizers themselves and would</p> <p>17 be a manager, coach, supervisor for those</p> <p>18 organizers.</p> <p>19 Q. Did the regional organizing directors have a</p> <p>20 role in creating the state's field plan?</p> <p>21 A. I think that would depend upon the states and</p> <p>22 their structure.</p> <p>23 Q. In Massachusetts specifically, do you know?</p> <p>24 A. I don't know.</p> <p>25 Q. When you say "a layer in between the</p>

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<p style="text-align: right;">Page 58</p> <p>1 statewide organizing leadership and organizers,"</p> <p>2 what do you mean by that?</p> <p>3 A. Well, for example, if you had, you know, 50</p> <p>4 organizers in a state, you'd want to keep a</p> <p>5 management ratio that was appropriate. And so</p> <p>6 perhaps you'd seek to have four or five or six</p> <p>7 organizers, maybe seven -- it depends -- per</p> <p>8 regional organizing director so that one person</p> <p>9 isn't trying to manage more than, you know, six or</p> <p>10 seven people at a time.</p> <p>11 And so depending upon how many FOs</p> <p>12 you had, field organizers, that would help determine</p> <p>13 how many RODs you would need. And those RODs, of</p> <p>14 course, would then be the direct managers of the</p> <p>15 organizers, but be connected to the statewide</p> <p>16 leadership.</p> <p>17 Q. How are the RODs connected to the statewide</p> <p>18 leadership?</p> <p>19 A. Generally speaking, a state organizing</p> <p>20 leadership team would similarly be structured so</p> <p>21 that they were managing, you know, one or two RODs</p> <p>22 and giving them clear guidance on -- on how to</p> <p>23 manage their team below them. Again, could be</p> <p>24 coaching, could be accountability, some supervision.</p> <p>25 But the RODs, for example, might have</p>	<p style="text-align: right;">Page 59</p> <p>1 a check-in, you know, once a week with state</p> <p>2 leadership, and then have the benefit of that</p> <p>3 information they could send down chain to the</p> <p>4 organizers and their conversations.</p> <p>5 Q. What was involved in the management of</p> <p>6 organizers by RODs?</p> <p>7 A. Could you be more specific?</p> <p>8 Q. Well, what did -- what did the regional</p> <p>9 organizer directors do to manage field organizers?</p> <p>10 A. I think that could depend state by state,</p> <p>11 region by region a great deal.</p> <p>12 Q. So we're talking about Massachusetts today.</p> <p>13 And, you know, the focus of this deposition is on</p> <p>14 organizers in Massachusetts and the supervision of</p> <p>15 those organizers. So that's really what I'm -- I'm</p> <p>16 focused on and what I want you to answer.</p> <p>17 A. Yeah. I would expect, generally speaking,</p> <p>18 check-in calls, conversations, emails, you know, a</p> <p>19 structured communication that would allow them to --</p> <p>20 to coordinate and supervise and coach.</p> <p>21 Q. Why did the campaign have a management ratio</p> <p>22 between -- I think you said four to seven organizers</p> <p>23 per ROD?</p> <p>24 A. To be clear, I don't recall if that actually</p> <p>25 was the ratio. That's just my generalized</p>
<p style="text-align: right;">Page 60</p> <p>1 recollection of what you might typically start with.</p> <p>2 We have a ratio because you -- you want to ensure</p> <p>3 that you have an appropriate number of people to</p> <p>4 manage. Not too many so that you can't effectively</p> <p>5 manage them, and not too few so that you're</p> <p>6 inefficient.</p> <p>7 Q. And what does it mean to "effectively manage"</p> <p>8 the organizers?</p> <p>9 A. I mean in a sense of being effective at any</p> <p>10 professional task; communicating clearly, et cetera.</p> <p>11 Q. What types of things would the RODs</p> <p>12 communicate to the organizers?</p> <p>13 A. At a basic level, how the job is going, how</p> <p>14 they made progress to goals, wherever they might be,</p> <p>15 challenges they're encountering, updated message</p> <p>16 guidance, perhaps. Maybe information about events</p> <p>17 happening that affect them, et cetera.</p> <p>18 MR. DANNA: Okay. It's been about an</p> <p>19 hour and a half. I think now is probably</p> <p>20 a good time for a break. About</p> <p>21 ten minutes, if that works for everyone.</p> <p>22 We can reconvene at 11:45 Eastern.</p> <p>23 MR. BATTEN: Sure.</p> <p>24 - - -</p> <p>25 (Whereupon, a recess was taken from</p>	<p style="text-align: right;">Page 61</p> <p>1 11:35 a.m. to 11:45 a.m., after which time</p> <p>2 the deposition resumed.)</p> <p>3 - - -</p> <p>4 MR. DANNA: So I'm going to switch to</p> <p>5 a new exhibit. This'll be Exhibit 5.</p> <p>6 - - -</p> <p>7 (Whereupon, Exhibit 5 was marked for</p> <p>8 identification.)</p> <p>9 - - -</p> <p>10 BY MR. DANNA:</p> <p>11 Q. And is this a document with Bates number</p> <p>12 ending in 00182.</p> <p>13 Mr. Kanninen, do you recognize this</p> <p>14 document?</p> <p>15 A. Yes, I do.</p> <p>16 Q. And what is it?</p> <p>17 A. This appears to be one of the documents</p> <p>18 created at some point in the course of the campaign</p> <p>19 to define the structure that we worked with.</p> <p>20 Q. What do you mean by "the structure that we</p> <p>21 worked with"?</p> <p>22 A. I mean our campaign structure; personnel,</p> <p>23 roles, responsibilities, et cetera.</p> <p>24 Q. And this document refers to the regional</p> <p>25 organizer director position; is that right?</p>

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<p style="text-align: right;">Page 62</p> <p>1 A. That appears to be correct, yes.</p> <p>2 Q. So this is the document that defines the</p> <p>3 roles and responsibilities of the regional</p> <p>4 organizing director position; is that right?</p> <p>5 MR. BATTEN: Objection.</p> <p>6 THE WITNESS: It -- that is -- that's</p> <p>7 what this document attempts to do. I'll</p> <p>8 refer to my previous caveat that, you</p> <p>9 know, we created lots of drafts and lots</p> <p>10 of different versions as we went forward.</p> <p>11 So this -- this strikes me as -- as</p> <p>12 what that represents, but I don't know if</p> <p>13 it's a final version or not.</p> <p>14 BY MR. DANNA:</p> <p>15 Q. Who would know if this was the final version</p> <p>16 of the document outlining the roles and</p> <p>17 responsibilities of the ROD position?</p> <p>18 A. I don't know who -- who could know without</p> <p>19 understanding where this came from and -- and</p> <p>20 reviewing, you know, the hundreds of thousands of</p> <p>21 documents that were created at that time.</p> <p>22 Q. Is there a particular final document that</p> <p>23 reflects the roles and responsibilities for the ROD</p> <p>24 position in Massachusetts?</p> <p>25 A. I don't know.</p>	<p style="text-align: right;">Page 63</p> <p>1 Q. Does this document apply to RODs in</p> <p>2 Massachusetts?</p> <p>3 MR. BATTEN: Objection.</p> <p>4 THE WITNESS: I don't know.</p> <p>5 BY MR. DANNA:</p> <p>6 Q. Is there any document that you know of that</p> <p>7 reflects the roles and responsibilities of RODs in</p> <p>8 Massachusetts?</p> <p>9 MR. BATTEN: Objection. Asked and</p> <p>10 answered.</p> <p>11 THE WITNESS: I would expect that</p> <p>12 we -- "we" meaning the New York team</p> <p>13 and -- and the campaign staff at large,</p> <p>14 including the states teams would have</p> <p>15 created documents like this and templates</p> <p>16 like this and provided them to states as</p> <p>17 they built out their structures. I just</p> <p>18 can't say for certain that this is the</p> <p>19 final version of that.</p> <p>20 BY MR. DANNA:</p> <p>21 Q. And what is the purpose of this document?</p> <p>22 MR. BATTEN: Objection.</p> <p>23 THE WITNESS: Any -- any template of</p> <p>24 the type I was just describing would be</p> <p>25 there to serve teams and states with some</p>
<p style="text-align: right;">Page 64</p> <p>1 guidance and -- and a description to help</p> <p>2 them build their structure and recruit</p> <p>3 folks into that structure.</p> <p>4 BY MR. DANNA:</p> <p>5 Q. So in this document in the "How Can You Help</p> <p>6 Mike?" section it says "The organizing director's</p> <p>7 work will be carried out by a number of field</p> <p>8 organizers."</p> <p>9 What does that mean?</p> <p>10 MR. BATTEN: Objection.</p> <p>11 THE WITNESS: Generally speaking,</p> <p>12 organizers, you know, as I mentioned in</p> <p>13 the previous section, would report to a</p> <p>14 regional organizing director. And I -- I</p> <p>15 assume this refers to the activities</p> <p>16 within their purview that would be managed</p> <p>17 or coached or supervised by the regional</p> <p>18 organizing director.</p> <p>19 BY MR. DANNA:</p> <p>20 Q. And in the next section down, "The</p> <p>21 responsibilities will include," it says "Being</p> <p>22 accountable for reaching statewide goals and metrics</p> <p>23 outlined in the field plan by state organizing</p> <p>24 director."</p> <p>25 Do you see that?</p>	<p style="text-align: right;">Page 65</p> <p>1 A. I do.</p> <p>2 Q. How were regional organizing directors</p> <p>3 accountable for reaching statewide goals and</p> <p>4 metrics?</p> <p>5 A. I don't think they'd be accountable for</p> <p>6 reaching statewide goals. I assume they'd be</p> <p>7 accountable for reaching goals within their region</p> <p>8 that may correspond to statewide goals.</p> <p>9 Q. So RODs may have goals within their region</p> <p>10 that correspond to statewide goals.</p> <p>11 Is that what you said?</p> <p>12 A. Yes. Generally speaking, you know, you</p> <p>13 could -- you could create a statewide goal, and</p> <p>14 then -- at the state level, at the leadership level.</p> <p>15 And then looking at your teams, the turf beneath</p> <p>16 that level, the various regions within the state,</p> <p>17 you might assign, you know, a portion of that goal</p> <p>18 to a region. So the goals they have are part of the</p> <p>19 statewide goal, if that makes sense.</p> <p>20 Q. And who -- who would undertake that process</p> <p>21 to assign portions of the statewide goals to</p> <p>22 particular regions in a state?</p> <p>23 A. It would depend on the state, but -- but</p> <p>24 leadership teams within -- for organizing goals,</p> <p>25 leadership teams within the organizing department</p>

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<p style="text-align: right;">Page 66</p> <p>1 would -- would create that process. It would be 2 part of the planning process for -- for the state. 3 Q. So assigning goals to specific regions within 4 a state is something that the leadership team of the 5 state and the leadership of the state's organizing 6 department would do together. 7 Is that what you said? 8 A. I guess how I would describe it -- and this 9 could apply to any number of different types of 10 goals -- is that there's largely a -- a top-level 11 goal, and then as you go further down the campaign 12 chain from the statewide to the regional to the turf 13 level, the various levels of the organization would 14 interpret those goals and work together to determine 15 what's an appropriate goal for that region or that 16 turf. 17 And that -- that's a conversation 18 that occurs between the FOs and the RODs, and 19 perhaps the RODs and their state leadership, and 20 perhaps their state leadership and the state 21 director all in an effort to make sure that whatever 22 goals are -- are finalized -- to the extent anything 23 is really finalized, it can be fluid -- it -- it's 24 done with the full understanding of what's possible 25 and practical on the ground and having that be</p>	<p style="text-align: right;">Page 67</p> <p>1 coordinated with what the overall objective might 2 be. 3 Q. And so you said that the RODs were 4 accountable for reaching the goals that were 5 allocated to their region. 6 How were they held accountable for 7 those goals? 8 A. Generally speaking, a ROD would have a 9 check-in call, you know, sometimes daily, sometimes 10 weekly with state organizing leadership. And there 11 would be a conversation about how their region is 12 performing, which includes a discussion of goals 13 that you're hitting both ways, in fact. 14 In some instances, if you're hitting 15 a goal far more easily than -- than initially 16 predicted, you might increase that goal to reflect 17 the fact that more could be done. Or if you're far 18 short of a goal, you might reduce that goal to 19 reflect what's possible. Or if you're potentially 20 not hitting it by just a very little bit, it might 21 be a performance issue, that could be the 22 conversation. 23 Q. And in this context where we're talking about 24 the -- the work of the organizing department at the 25 state, what are some examples of -- of the goals</p>
<p style="text-align: right;">Page 68</p> <p>1 that RODs would be accountable for? 2 A. Well, various goals. They -- they might have 3 organizational goals, they might have voter contact 4 goals, they might have event goals. It would really 5 depend on the program. 6 Q. What are the organizational goals that you 7 just referred to? 8 A. Generally I mean building the campaign 9 organization, which includes volunteer capacity. 10 Q. So could an example goal in that context be a 11 goal to recruit a certain number of volunteers? 12 A. Yeah. Generally speaking, if your effort is 13 to build a volunteer structure, you're recruiting 14 volunteers. You are training them. You are giving 15 them assignments. You're evaluating their 16 contributions to the campaign. You're managing that 17 organization. 18 Q. Can you clarify what you mean by a "volunteer 19 structure"? 20 A. Sure. 21 I mean any structure of campaign 22 activity driven by support, meaning work product, of 23 volunteers. Meaning not paid staff, but rather 24 people volunteering on behalf of Mike. 25 Q. And was it the goal of the campaign to build</p>	<p style="text-align: right;">Page 69</p> <p>1 a volunteer structure at the ground level? 2 A. Broadly speaking, yes. Specific to any state 3 or region, it would depend upon the turf they had 4 and what the core objectives in that plan were. 5 Q. What assignments did volunteers work on for 6 the campaign? 7 A. It could really depend upon the activities on 8 the ground. It could be phone. It could be door 9 knocking. It could be attending events or -- or 10 building a crowd for an event. It could be 11 visibility activities. It could be digital 12 organizing using relational organizing tools. 13 Really any activity that you can imagine a campaign 14 engaging and a volunteer could -- could be part of 15 at some level. 16 Q. And what does "visibility activities" mean in 17 the list you just gave? 18 A. Yeah. We generally refer to visibility 19 activities as activities that are primarily about 20 being present and being visible usually in a 21 high-traffic area. So, for example, if there was a 22 sporting event taking place with a lot of folks 23 walking up the same street, you might have a bunch 24 of volunteers with signage in an -- in an area where 25 they can be easily seen.</p>

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<p style="text-align: right;">Page 70</p> <p>1 Q. In that example that you just gave of the</p> <p>2 sporting event, how would the volunteers know how to</p> <p>3 go to that -- you know, that they should go to that</p> <p>4 sporting event for that visibility activity?</p> <p>5 A. That could depend on how well built the</p> <p>6 volunteer structure was. Could be that the</p> <p>7 volunteers themselves directed some of their work</p> <p>8 within a set of goals. It could be that the</p> <p>9 volunteers were directed by an organizer.</p> <p>10 Q. So volunteers themselves could -- you said</p> <p>11 direct their own work, they could pick their own</p> <p>12 visibility activity to go to; is that right?</p> <p>13 A. Would really depend case by case.</p> <p>14 Q. What would it depend on?</p> <p>15 A. It would depend on how well built and how</p> <p>16 effective the volunteer infrastructure was.</p> <p>17 Q. And what does it mean for the volunteer</p> <p>18 infrastructure to be "well built"?</p> <p>19 A. So broadly speaking, campaigns are about</p> <p>20 building more people to engage in your cause. And</p> <p>21 so an organizer who is attempting to build a</p> <p>22 volunteer infrastructure is not just building</p> <p>23 volunteers ideally to -- to go do only assigned</p> <p>24 tasks, but they're building volunteers who</p> <p>25 themselves are leaders within the volunteer cohort.</p>	<p style="text-align: right;">Page 71</p> <p>1 For example, in the Obama campaigns</p> <p>2 that I've been a part of, volunteers had job duties.</p> <p>3 There was a volunteer who was a data captain and a</p> <p>4 volunteer who was a canvass captain and a volunteer</p> <p>5 who might have been a visibility captain. And the</p> <p>6 organizers then effectivity managed that team of</p> <p>7 volunteers who manages another team of volunteers</p> <p>8 for executing. We refer to that as a snowflake</p> <p>9 model.</p> <p>10 And so a really well built volunteer</p> <p>11 structure has the volunteers operating with a lot of</p> <p>12 autonomy based on good training, accountability,</p> <p>13 evaluation of how they're doing. And a poor</p> <p>14 volunteer infrastructure leaves you volunteers who</p> <p>15 are only doing what they're exactly assigned to do,</p> <p>16 or perhaps not having enough volunteers at all.</p> <p>17 Q. Was the volunteer infrastructure in</p> <p>18 Massachusetts well built?</p> <p>19 A. I don't know.</p> <p>20 Q. Who would know that?</p> <p>21 A. I would expect the state organizing team</p> <p>22 leadership and middle management and perhaps even</p> <p>23 organizers to have a sense of that.</p> <p>24 Q. Okay. So back on this exhibit. Another</p> <p>25 bullet point is -- it says "Identifying and tracking</p>
<p style="text-align: right;">Page 72</p> <p>1 field staff progress to daily and weekly goals."</p> <p>2 What does that mean?</p> <p>3 A. Could you repeat the question, please?</p> <p>4 Q. Yeah.</p> <p>5 I'm asking, what does it mean in the</p> <p>6 document when it says "Identifying and tracking</p> <p>7 field staff progress to daily and weekly goals"?</p> <p>8 MR. BATTEN: Objection.</p> <p>9 THE WITNESS: This appears to relate</p> <p>10 to the conversation I described earlier</p> <p>11 where RODs are managing, coaching, and</p> <p>12 supervising the work of organizers, which</p> <p>13 includes understanding their goals and</p> <p>14 coaching them through their progress.</p> <p>15 BY MR. DANNA:</p> <p>16 Q. In the job title for this position, regional</p> <p>17 organizing director is the word "director."</p> <p>18 Do you know why it's called that?</p> <p>19 A. Specifically "director"?</p> <p>20 Q. Yeah.</p> <p>21 A. Well, at some level, I think that's just the</p> <p>22 term of art. You know, it -- for decades, it was</p> <p>23 regional field director, and then at some point it</p> <p>24 became regional organizing director. I couldn't</p> <p>25 speculate as to how that term was originally</p>	<p style="text-align: right;">Page 73</p> <p>1 created. I -- I can only comment on the job as I</p> <p>2 understand it.</p> <p>3 Q. In the context of campaign, does the word</p> <p>4 "director" have any kind of meaning or significance</p> <p>5 in a job title?</p> <p>6 A. Not beyond the fact that this is what</p> <p>7 campaign professionals up and down democratic</p> <p>8 campaigns would understand this job to be. This is</p> <p>9 a term of art, essentially.</p> <p>10 Q. In the "You'll Need to Have" section of the</p> <p>11 exhibit, it mentions "One cycle of political field</p> <p>12 or comparable political experience."</p> <p>13 Do you see that?</p> <p>14 A. I do.</p> <p>15 Q. Did the campaign require or expect RODs to</p> <p>16 have previous political experience to be eligible</p> <p>17 for hire?</p> <p>18 A. I don't recall that we had a hard and fast</p> <p>19 requirement as opposed to a preference.</p> <p>20 Q. But the campaign at least set a preference</p> <p>21 for RODs to have previous political experience?</p> <p>22 A. Sure.</p> <p>23 You -- you would hope that people</p> <p>24 that are managing other organizers have themselves</p> <p>25 done that job at least once.</p>

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<p style="text-align: right;">Page 74</p> <p>1 Q. And why would the campaign prefer that its</p> <p>2 RODs have previous political experience?</p> <p>3 A. For the same reason you would want anyone in</p> <p>4 a managerial role or a supervisory role to have</p> <p>5 knowledge of the tasks and responsibilities before</p> <p>6 they're -- they're -- they're organizers.</p> <p>7 Q. Okay. I'm going to stop sharing that.</p> <p>8 What were the main responsibilities</p> <p>9 of the field organizers in the campaign?</p> <p>10 A. Well, at a core level, they were our folks on</p> <p>11 the ground in turf representing the campaign. In</p> <p>12 terms of their day-to-day responsibilities, that</p> <p>13 really would have depended upon the kind of program</p> <p>14 being run both in their turf, in their congressional</p> <p>15 district, and -- and in their state.</p> <p>16 Q. How would the day-to-day tasks of the field</p> <p>17 organizer role vary depending on the kind of program</p> <p>18 that was in place in the state?</p> <p>19 A. It could vary quite a bit. There were some</p> <p>20 states and some congressional districts and some</p> <p>21 turf within those districts where perhaps a high</p> <p>22 propensity -- there existed voters or volunteers</p> <p>23 with a high propensity to be interested in Mike.</p> <p>24 And perhaps they were densely enough populated so</p> <p>25 you might run a program focused on canvassing or</p>	<p style="text-align: right;">Page 75</p> <p>1 phone calls or canvassing in particular because that</p> <p>2 made sense, given the -- the opportunity in that</p> <p>3 turf and the efficiency of that tactic.</p> <p>4 There were other places where perhaps</p> <p>5 it was more rural or suburban where that opportunity</p> <p>6 didn't exist in the same way. And given the</p> <p>7 compressed time frame of a campaign, the program</p> <p>8 might have been different. It could have been more</p> <p>9 about events or earned media. Attempting to be in a</p> <p>10 local newspaper, for example, might have been a more</p> <p>11 efficient way to use their time. Sometimes we were</p> <p>12 looking for individual volunteers to be people in</p> <p>13 paid media advertisements and -- and developing a</p> <p>14 network that would help find and surface those</p> <p>15 folks.</p> <p>16 So everything from direct voter</p> <p>17 contact to earned media to developing the assets for</p> <p>18 paid media program. There are probably dozens of</p> <p>19 other political imperatives I could -- I could name</p> <p>20 if you have the time. But all of that could really</p> <p>21 depend upon the kind of turf and the overall</p> <p>22 politics and voter cohort that existed.</p> <p>23 Q. And specifically in Massachusetts as opposed</p> <p>24 to other states, what were the -- the day-to-day --</p> <p>25 some of the day-to-day tasks of field organizers?</p>
<p style="text-align: right;">Page 76</p> <p>1 A. I don't have a specific knowledge of -- of</p> <p>2 the organizers' tasks in Massachusetts.</p> <p>3 Q. You can't say what day-to-day tasks</p> <p>4 organizers performed in Massachusetts?</p> <p>5 A. Again, depending on the turf that they would</p> <p>6 have been situated in, it could have been very</p> <p>7 different. I assume some would be doors and voter</p> <p>8 contact. I assume some could be doing earned</p> <p>9 media-type work and political-type work. It really</p> <p>10 would depend.</p> <p>11 Q. And you say some could be doing doors, some</p> <p>12 could be doing voter contact.</p> <p>13 Do you have any knowledge of the</p> <p>14 actual job duties of organizers in Massachusetts?</p> <p>15 A. Well, again, I -- I think my knowledge is --</p> <p>16 is based upon what kind of programs were run across</p> <p>17 the country. And they included all of the things I</p> <p>18 described. There were some places, some turf where</p> <p>19 a density of voters existed and a volunteer capacity</p> <p>20 existed. And perhaps the imperative of -- of what</p> <p>21 was going to be successful in that state meant that</p> <p>22 a voter contact program was the most efficient way</p> <p>23 to proceed. There were some places where a voter</p> <p>24 contract program did not make as much sense for a</p> <p>25 variety of reasons, and maybe an earned media</p>	<p style="text-align: right;">Page 77</p> <p>1 program or a visibility program or a political</p> <p>2 program was -- was more effective.</p> <p>3 So all of those duties could have</p> <p>4 been the duties of an organizer. It really would</p> <p>5 have depended even within a single state on any of</p> <p>6 those factors. I think it's impossible to</p> <p>7 generalize.</p> <p>8 Q. And I'm not asking you to generalize. I'm</p> <p>9 just asking specifically about the programs in place</p> <p>10 in Massachusetts to what the associated job duties</p> <p>11 for organizers would have been based on those</p> <p>12 programs.</p> <p>13 Do you know what the programs in</p> <p>14 place in Massachusetts were that would have impacted</p> <p>15 those organizer duties?</p> <p>16 A. Only vaguely. I'm sure there was some voter</p> <p>17 contact. I know that there was -- there was plenty</p> <p>18 of trips, meaning principal trips to Massachusetts,</p> <p>19 travel with Mike or other surrogates that would have</p> <p>20 required them to support some of that work. I don't</p> <p>21 have a precise recollection of whether or not</p> <p>22 they -- they helped find folks to be in paid media</p> <p>23 advertisements, but that would not surprise me.</p> <p>24 So then all -- all the things I've</p> <p>25 described probably would have been reflected in the</p>

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<p style="text-align: right;">Page 78</p> <p>1 program of Massachusetts, but I do not have a</p> <p>2 specific recollection of -- of their duties.</p> <p>3 Q. And did you do anything to prepare today to</p> <p>4 speak on the job duties of organizers in</p> <p>5 Massachusetts?</p> <p>6 A. Other than reviewing the -- the documents</p> <p>7 provided to counsel, no. Not really.</p> <p>8 Q. You didn't really review anything specific</p> <p>9 about their programs that would have impacted the</p> <p>10 duties of organizers in Massachusetts?</p> <p>11 A. I did not. Unless they were contained in the</p> <p>12 documents provided to counsel.</p> <p>13 Q. So besides the -- the responses you -- you've</p> <p>14 just made, you're unable to speak to the specific</p> <p>15 responsibilities of organizers in Massachusetts; is</p> <p>16 that right?</p> <p>17 MR. BATTEN: Objection.</p> <p>18 You can answer.</p> <p>19 THE WITNESS: I think I can probably</p> <p>20 make an inference based upon the documents</p> <p>21 I've read, but it would be an inference.</p> <p>22 And I'm -- I am sure, again, that they --</p> <p>23 they -- "they" being the organizers</p> <p>24 engaged in some or all of the activities</p> <p>25 I've described.</p>	<p style="text-align: right;">Page 79</p> <p>1 But with respect to specific goals or</p> <p>2 responsibilities organized by organizer, I</p> <p>3 wouldn't have direct knowledge of that.</p> <p>4 MR. DANNA: Okay. I'm going to go to</p> <p>5 a new exhibit. That's in the chat.</p> <p>6 - - -</p> <p>7 (Whereupon, Exhibit 6 was marked for</p> <p>8 identification.)</p> <p>9 - - -</p> <p>10 BY MR. DANNA:</p> <p>11 Q. I'm going to screen share.</p> <p>12 Can you see the document,</p> <p>13 Mr. Kanninen?</p> <p>14 A. Yes.</p> <p>15 Q. Do you recognize this document?</p> <p>16 A. I do.</p> <p>17 Q. Can you tell me what it is?</p> <p>18 A. This document was one of the documents I</p> <p>19 believe I reviewed in preparation for this provided</p> <p>20 to counsel. It appears to be a description of the</p> <p>21 field organizer responsibilities. It looks like the</p> <p>22 kind of template we might have provided, but as with</p> <p>23 the previous documents, I -- I don't know if this</p> <p>24 was the final version or something iterative.</p> <p>25 Q. And when you say "template we might have</p>
<p style="text-align: right;">Page 80</p> <p>1 provided," what do you mean?</p> <p>2 A. Perhaps "template" is the wrong word.</p> <p>3 I believe the states team, meaning my</p> <p>4 team in New York, would have created generalized job</p> <p>5 descriptions that could be applied to and provided</p> <p>6 to states to help them build their organization.</p> <p>7 And this looks like one of those type of documents.</p> <p>8 Q. Is it fair to call this document a job</p> <p>9 description?</p> <p>10 A. That's what this looks like to me.</p> <p>11 Q. Is this a job description that would have</p> <p>12 covered organizers in Massachusetts?</p> <p>13 A. Probably. I don't have a specific</p> <p>14 recollection of -- of this document. While we were</p> <p>15 on the campaign, I don't think I would have reviewed</p> <p>16 it. And so I can only say that's possible that</p> <p>17 applied that broadly, but I don't know with --</p> <p>18 with -- with certainty.</p> <p>19 Q. Were there other job descriptions that</p> <p>20 applied to field organizers in Massachusetts?</p> <p>21 A. I'm not aware of any.</p> <p>22 Q. Okay. So in the "How Can You Help Mike?"</p> <p>23 section, this document refers to "Being responsible</p> <p>24 for daily and weekly goals, all of which will be</p> <p>25 recorded and tracked by the state leadership team."</p>	<p style="text-align: right;">Page 81</p> <p>1 Do you see that?</p> <p>2 A. Yes.</p> <p>3 Q. What are the daily and weekly goals for the</p> <p>4 organizers that this is referring to?</p> <p>5 A. I think they would have been different turf</p> <p>6 by turf.</p> <p>7 Q. And I'm asking at a high level what the daily</p> <p>8 and weekly goals refers to, not any specific daily</p> <p>9 weekly goal.</p> <p>10 Just what does that term mean in the</p> <p>11 job description?</p> <p>12 A. Generally it means as you create a plan, you</p> <p>13 know, within a state and then within a congressional</p> <p>14 district and then within a region of that district,</p> <p>15 you'd create goals and metrics to help drive the</p> <p>16 program and keep folks accountable. And I -- I</p> <p>17 presume this means -- articulated to the organizers</p> <p>18 that they would have some goals that they'd be</p> <p>19 responsible for achieving.</p> <p>20 Q. And what are some examples of the goals the</p> <p>21 organizers in Massachusetts were accountable for</p> <p>22 achieving?</p> <p>23 A. Again, I don't know with -- with specificity</p> <p>24 to Massachusetts. But broadly speaking, goals could</p> <p>25 include things like phone calls. They could include</p>

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<p style="text-align: right;">Page 82</p> <p>1 canvassing objectives. They could include volunteer</p> <p>2 recruitment objectives. There can be organizational</p> <p>3 health metrics, which distinguished between a</p> <p>4 volunteer who comes in once in a while and a</p> <p>5 volunteer that is more a regular part of the team.</p> <p>6 There could be metrics involving</p> <p>7 constituency meetings, visibility events, other</p> <p>8 events that engage volunteers or -- or the voting</p> <p>9 public. Any or all of those might apply.</p> <p>10 Q. And did you do anything to prepare to answer</p> <p>11 questions on the daily and weekly goals of</p> <p>12 organizers in Massachusetts today?</p> <p>13 A. Not beyond reviewing the documents provided</p> <p>14 to counsel.</p> <p>15 Q. And this is one of the documents you said,</p> <p>16 right?</p> <p>17 A. I believe this is, yes.</p> <p>18 Q. Are you aware of any instances when this job</p> <p>19 description was customized for a particular employee</p> <p>20 in Massachusetts?</p> <p>21 A. I don't have any knowledge of that, no.</p> <p>22 Q. Did any -- did the campaign use any other or</p> <p>23 different job descriptions for field organizers in</p> <p>24 Massachusetts?</p> <p>25 A. I don't have any knowledge of that, no.</p>	<p style="text-align: right;">Page 83</p> <p>1 Q. And when you say you don't have knowledge of</p> <p>2 that, did you do anything to prepare to provide</p> <p>3 testimony on whether the campaign had any job</p> <p>4 descriptions applicable to organizers in</p> <p>5 Massachusetts?</p> <p>6 A. Beyond reviewing the material provided</p> <p>7 counsel, no.</p> <p>8 Q. So in that sentence that we had talked about</p> <p>9 previously in the "How Can You Help Mike?" section</p> <p>10 on the daily and weekly goals, it also said "All of</p> <p>11 which will be reported and tracked by the state</p> <p>12 leadership team."</p> <p>13 Do you see that?</p> <p>14 A. Yes.</p> <p>15 Q. How did the state leadership team in</p> <p>16 Massachusetts track organizers' goals?</p> <p>17 A. Well, again, generally speaking, the</p> <p>18 structure applied fairly consistently state by state</p> <p>19 with state leadership staff departmentally and</p> <p>20 otherwise regional staff, and then organizing staff</p> <p>21 in turf. And organizing staff would roll up their</p> <p>22 goals to the regional level, the regional level</p> <p>23 would roll that up to the state level, and that's</p> <p>24 all data by which state leadership could assess the</p> <p>25 health of their program.</p>
<p style="text-align: right;">Page 84</p> <p>1 Q. And what would the state leadership do with</p> <p>2 that data?</p> <p>3 A. Generally speaking, I would expect state</p> <p>4 leadership to review progress to goals and to make</p> <p>5 some determinations about whether they were being</p> <p>6 successful or not and then analyze why that might be</p> <p>7 the case. As I mentioned earlier, in some cases,</p> <p>8 goal setting, which is imperfect, is just off at the</p> <p>9 beginning and you have to revisit your goals as</p> <p>10 you're met with realities on the ground.</p> <p>11 So one example could be revising</p> <p>12 goals up or down based upon that experience. And</p> <p>13 then coaching, you know, staff throughout the</p> <p>14 structure to respond to whatever revisions were</p> <p>15 made.</p> <p>16 Q. And I believe when you were describing that</p> <p>17 process of data rolling up, you said it was the RODs</p> <p>18 who would roll up data to the state level; is that</p> <p>19 right?</p> <p>20 A. Yeah. And how that worked in practice</p> <p>21 could -- could be different depending upon the data</p> <p>22 team's interplay with the RODs. But I -- I would</p> <p>23 expect some type of report. You know, an FO would</p> <p>24 report to their ROD or ROD report on their -- on</p> <p>25 their region to the -- the state leadership team.</p>	<p style="text-align: right;">Page 85</p> <p>1 And that report can be qualitative or quantitative,</p> <p>2 depending upon the program.</p> <p>3 Q. In Massachusetts, were the reports that RODs</p> <p>4 made to state leadership qualitative or</p> <p>5 quantitative?</p> <p>6 A. I would presume a mix of both, but I don't</p> <p>7 know with any specificity.</p> <p>8 Q. Okay. In the "Responsibilities" section of</p> <p>9 the document, it says "Being accountable for</p> <p>10 reaching individual goals and metrics outlined in</p> <p>11 the field plan by regional organizing directors."</p> <p>12 What does that mean?</p> <p>13 A. Well, I -- I think this is very similar to</p> <p>14 the previous bullet we looked at where it's</p> <p>15 articulated there would be goals and you have an</p> <p>16 obligation to achieve them and you'll be working</p> <p>17 with the regional organizing directors to see that</p> <p>18 they're achieved.</p> <p>19 Q. So the regional organizing directors would</p> <p>20 set the goals and metrics for the organizers to</p> <p>21 achieve; is that right?</p> <p>22 A. I would expect that they would have the</p> <p>23 responsibility for effectively blessing or approving</p> <p>24 those goals. Much in the same way that, you know,</p> <p>25 our team in New York would look at state plans and</p>

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<p style="text-align: right;">Page 86</p> <p>1 then -- and have a back-and-forth to determine if</p> <p>2 they were appropriate and then say, "Yep. Here are</p> <p>3 the plans."</p> <p>4 That same process applies state to</p> <p>5 region, region to FO. So a -- a good ROD probably</p> <p>6 would start -- have a starting point for an FO and</p> <p>7 say, "This is the goal we," you know, "expect." But</p> <p>8 that's a two-way conversation.</p> <p>9 Q. So I think you said you would expect. But --</p> <p>10 but in Massachusetts, did RODs have the</p> <p>11 responsibility to set organizer goals?</p> <p>12 A. I don't know with specificity. Probably, but</p> <p>13 I don't know for sure.</p> <p>14 Q. And did you do anything to prepare before</p> <p>15 today to testify on how RODs set organizers' goals</p> <p>16 and metrics?</p> <p>17 A. Once again, I reviewed the material provided</p> <p>18 to counsel.</p> <p>19 Q. But nothing beyond reviewing those documents?</p> <p>20 A. No.</p> <p>21 Q. You didn't speak to any other campaign</p> <p>22 employees or former employees to prepare for today?</p> <p>23 A. I did not.</p> <p>24 Q. Did you review any documents other than those</p> <p>25 provided by counsel?</p>	<p style="text-align: right;">Page 87</p> <p>1 A. I think I reviewed some prior testimony that</p> <p>2 I've made about a different question, but no other</p> <p>3 documents.</p> <p>4 Q. You reviewed your own prior testimony?</p> <p>5 A. Yes.</p> <p>6 Q. How many documents did you review to prepare</p> <p>7 for today?</p> <p>8 A. I couldn't say.</p> <p>9 Q. Was it more than three?</p> <p>10 A. I think there was certainly more than three</p> <p>11 in the -- in the package provided to counsel. So,</p> <p>12 yes.</p> <p>13 Q. Would you estimate that it was more than ten?</p> <p>14 A. That sounds right, sure.</p> <p>15 Q. It sounds right that you reviewed about ten</p> <p>16 documents to prepare for today?</p> <p>17 A. I'd have to look at -- at the packet again,</p> <p>18 but that sounds order of magnitude about how many.</p> <p>19 Maybe there were more. I'm not sure.</p> <p>20 Q. And about how many hours did you spend</p> <p>21 preparing for the deposition today?</p> <p>22 A. Oh, I don't know. A couple hours at minimum.</p> <p>23 Maybe longer.</p> <p>24 Q. So for the couple hours that you spent</p> <p>25 preparing for today, did you do anything besides</p>
<p style="text-align: right;">Page 88</p> <p>1 reviewing those documents that you were sent?</p> <p>2 A. Nothing specific beyond, you know, my own</p> <p>3 recollection of the -- of the events of the campaign</p> <p>4 and our -- our plan.</p> <p>5 Q. So besides what you've seen in the documents,</p> <p>6 you're relying upon your own recollection of the</p> <p>7 events of the campaign.</p> <p>8 Is that what you said?</p> <p>9 A. That's fair to say.</p> <p>10 Q. Did you meet with counsel to prepare for</p> <p>11 today?</p> <p>12 A. I did.</p> <p>13 Q. How many times did you meet with counsel?</p> <p>14 A. One time.</p> <p>15 Q. How long was that meeting?</p> <p>16 A. More than an hour. I don't know how much</p> <p>17 longer than that.</p> <p>18 Q. Was that hour kind of factored into the total</p> <p>19 time estimate you gave for preparing for today?</p> <p>20 A. Yeah.</p> <p>21 Q. So is it fair then to say you spent about an</p> <p>22 hour speaking to counsel and about an hour</p> <p>23 separately reviewing documents to prepare for today?</p> <p>24 A. Perhaps. I wasn't tracking the time with</p> <p>25 that precision, but that's probably not an unfair</p>	<p style="text-align: right;">Page 89</p> <p>1 thing to say.</p> <p>2 Q. And when did you receive the documents that</p> <p>3 you reviewed for today?</p> <p>4 A. I believe I received them sometime last week.</p> <p>5 Q. And when did you meet with counsel to prepare</p> <p>6 for today?</p> <p>7 A. I believe that meeting was on Friday, but I</p> <p>8 am not entirely sure.</p> <p>9 Q. This past Friday, September 9th?</p> <p>10 A. That sounds right.</p> <p>11 Q. Okay. Continuing on with this document, the</p> <p>12 fourth bullet point says "Recruiting, training, and</p> <p>13 managing volunteers."</p> <p>14 What does this mean?</p> <p>15 A. That appears to refer to the process I</p> <p>16 described earlier about building a volunteer in the</p> <p>17 structure to work on behalf of the campaign.</p> <p>18 Q. And so how did organizers in Massachusetts</p> <p>19 work on building that volunteer work infrastructure?</p> <p>20 A. Like so many other things, this can be done</p> <p>21 differently turf by turf. I would expect organizers</p> <p>22 to make phone calls to volunteer lists or lists</p> <p>23 provided to them of likely or potential volunteers.</p> <p>24 I would expect them to engage with community leaders</p> <p>25 or aligned interest groups who may have endorsed</p>

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<p style="text-align: right;">Page 90</p> <p>1 Mike, for example.</p> <p>2 Could have been engaging with local</p> <p>3 officials who endorsed Mike and they themselves have</p> <p>4 a volunteer network. Could have run events, office</p> <p>5 openings, visibility events. They could have</p> <p>6 attended public events, like sporting events.</p> <p>7 Really what you did specifically would have depended</p> <p>8 a lot on the turf and the circumstances of that</p> <p>9 turf.</p> <p>10 Q. But you don't know specifically whether any</p> <p>11 organizers in Massachusetts engaged with local</p> <p>12 officials or did any of the tasks that you just</p> <p>13 listed out; is that right?</p> <p>14 A. I -- I don't know. It really would have</p> <p>15 depended upon whether they had that option available</p> <p>16 to them or not based on their turf.</p> <p>17 Q. And you don't know what options were</p> <p>18 available to organizers based on their turf in</p> <p>19 Massachusetts?</p> <p>20 A. Not specifically, no.</p> <p>21 Q. What would you need to do to learn the answer</p> <p>22 to those questions?</p> <p>23 A. Which question specifically?</p> <p>24 Q. I mean, really what tasks organizers</p> <p>25 performed in Massachusetts. But specifically we</p>	<p style="text-align: right;">Page 91</p> <p>1 were talking about how organizers would build the</p> <p>2 volunteer infrastructure in Massachusetts.</p> <p>3 A. I mean, short of talking to every one of the</p> <p>4 RODs and assessing the individuals on their teams</p> <p>5 and trying to pull recollection from them or perhaps</p> <p>6 some plan that would have articulated that. But</p> <p>7 campaigns are fluid and you work with what you have.</p> <p>8 And so I'm not sure any one person could know that</p> <p>9 without talking to every other individual.</p> <p>10 Q. Did the state organizing team in</p> <p>11 Massachusetts keep track of how well the volunteer</p> <p>12 infrastructure in Massachusetts was, you know, being</p> <p>13 built?</p> <p>14 A. I'm sure that they did. I don't know what</p> <p>15 their volunteer metrics may have been. But whatever</p> <p>16 they were, they would have been aware of them, I'm</p> <p>17 sure.</p> <p>18 Q. So the Massachusetts organizing department</p> <p>19 may have had some metrics to track how well the</p> <p>20 volunteer infrastructure was being built, you just</p> <p>21 don't know what those are?</p> <p>22 A. That's fair. Yes.</p> <p>23 Q. Did organizers in Massachusetts manage</p> <p>24 volunteers?</p> <p>25 A. Well, generally speaking, I would expect an</p>
<p style="text-align: right;">Page 92</p> <p>1 organizer who had turf with some volunteer objective</p> <p>2 to then manage the volunteers they -- they brought</p> <p>3 into the program, yeah.</p> <p>4 Q. And what would it mean to -- to manage a</p> <p>5 volunteer? What would be involved in that?</p> <p>6 A. Again, it would depend. I can envision a</p> <p>7 scenario where you manage volunteers as a one-off,</p> <p>8 you know, a specific task. You know, for example,</p> <p>9 if there was going to be an important phone bank</p> <p>10 ahead of, you know, an event of some sort, you might</p> <p>11 manage their time literally just during that phone</p> <p>12 bank.</p> <p>13 And then there's the more structural</p> <p>14 part of it where if you were building a structure</p> <p>15 that was more self-sustaining where the volunteers</p> <p>16 did have more autonomy and created goals beyond the</p> <p>17 one-off event, then that management might include</p> <p>18 things like coaching and training and -- and</p> <p>19 one-on-ones to describe how it was going.</p> <p>20 It really would depend on what</p> <p>21 structure you had to work with and what your -- your</p> <p>22 individualized goals and objectives were.</p> <p>23 Q. Did the campaign require previous political</p> <p>24 experience for field organizers in Massachusetts to</p> <p>25 be considered for hire?</p>	<p style="text-align: right;">Page 93</p> <p>1 A. I -- I do not think we required that. I</p> <p>2 would have expected we would have sought candidates</p> <p>3 with that experience, but I don't think we required</p> <p>4 it.</p> <p>5 Q. Do you know why previous political experience</p> <p>6 is not listed in the "You'll Need to Have" section</p> <p>7 of the job description?</p> <p>8 A. I could speculate, but I don't know why.</p> <p>9 Q. What is your understanding of why that would</p> <p>10 be absent?</p> <p>11 A. Could simply be that we were seeking to cast</p> <p>12 a wider net to find folks from the communities who</p> <p>13 could engage with us and didn't want to be limiting.</p> <p>14 Q. So it wasn't necessary to have prior</p> <p>15 political experience to be an organizer on the</p> <p>16 campaign; is that right?</p> <p>17 A. No, I -- again, I think it could be a</p> <p>18 preference. It's something we sought, but not</p> <p>19 necessarily required.</p> <p>20 Q. And why wasn't it required? Or -- yeah. Why</p> <p>21 wasn't it required?</p> <p>22 A. Again, I think it's a function of -- of</p> <p>23 trying to identify the attributes that we need</p> <p>24 fundamentally. And I -- I think. Again, my</p> <p>25 recollection is not precise here, but I think we</p>

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<p style="text-align: right;">Page 94</p> <p>1 determined that that was perhaps limiting to only be</p> <p>2 looking at an applicant pool of previous campaign</p> <p>3 employees.</p> <p>4 Q. And when you -- your phrase I think was</p> <p>5 attributes that you needed fundamentally about</p> <p>6 prospective field organizers. Polit- -- previous</p> <p>7 political experience just wasn't one of those</p> <p>8 attributes.</p> <p>9 Is that what you said?</p> <p>10 A. Well, again it's a preference, but I think</p> <p>11 probably not a requirement at the end of the day.</p> <p>12 So, no.</p> <p>13 Q. Could a field organizer with no prior</p> <p>14 political experience do a good job for the campaign?</p> <p>15 A. Sure.</p> <p>16 Q. And how is it that someone would come into</p> <p>17 that role with no prior political experience and be</p> <p>18 able to do a good job?</p> <p>19 A. I mean, there's so many ways you can do a</p> <p>20 good job on a campaign. You can be flexible. You</p> <p>21 can be creative. You can be a strong communicator.</p> <p>22 You can be an inherently good leader. You can have</p> <p>23 hustle, you know, and work really hard. And you can</p> <p>24 engage your campaign team around you, both the RODs</p> <p>25 and -- and your colleagues to help troubleshoot when</p>	<p style="text-align: right;">Page 95</p> <p>1 you've not had that experience.</p> <p>2 There are a lot of ways to be</p> <p>3 successful in that environment. It's one of the</p> <p>4 things that makes campaigns great.</p> <p>5 MR. BATTEN: Michael, when</p> <p>6 appropriate, maybe we could think about a</p> <p>7 lunch break. It's 12:45.</p> <p>8 MR. DANNA: Yeah. How about</p> <p>9 1:00 o'clock we'll stop? Thereabouts. I</p> <p>10 just have a couple more questions.</p> <p>11 MR. BATTEN: Sure. Sure.</p> <p>12 BY MR. DANNA:</p> <p>13 Q. So in the "You'll Need to Have" section, it</p> <p>14 refers to "Ability to work long and irregular hours"</p> <p>15 and then at the end, in parentheses there it says,</p> <p>16 "Expect to work seven days a week on an average</p> <p>17 week."</p> <p>18 Do you see that?</p> <p>19 A. I do.</p> <p>20 Q. Why does it say that in the job description?</p> <p>21 A. Well, I'd be speculating on this job</p> <p>22 description. But generally speaking, I think we</p> <p>23 wanted to provide a very clear expectation to</p> <p>24 campaign staff that campaigns are time-bound</p> <p>25 enterprises. And, in fact, time is the most</p>
<p style="text-align: right;">Page 96</p> <p>1 important resource in any campaign, which means</p> <p>2 necessarily many workdays and long hours. And I</p> <p>3 think that's a fundamental expectation any employee</p> <p>4 should have coming into the organization.</p> <p>5 Q. Do you know if field organizers in</p> <p>6 Massachusetts typically worked seven days a week on</p> <p>7 average?</p> <p>8 A. I don't know. I have -- I have a</p> <p>9 recollection that we, in fact, provided, you know,</p> <p>10 some days off on a weekly basis. You know, or time</p> <p>11 off when required in practice. Although it doesn't</p> <p>12 surprise me to see that we messaged that it could be</p> <p>13 a seven-day week at the outset for the reasons I</p> <p>14 described.</p> <p>15 MR. DANNA: Okay. I'm going to</p> <p>16 switch to a different document.</p> <p>17 - - -</p> <p>18 (Whereupon, Exhibit 7 was marked for</p> <p>19 identification.)</p> <p>20 - - -</p> <p>21 BY MR. DANNA:</p> <p>22 Q. So this is Exhibit 7, an it's Bates number</p> <p>23 13449.</p> <p>24 Do you recognize this document?</p> <p>25 A. I do.</p>	<p style="text-align: right;">Page 97</p> <p>1 Q. What is it?</p> <p>2 A. I believe this is a notes template which I</p> <p>3 presume guided folks screening candidates for -- for</p> <p>4 employment.</p> <p>5 Q. And would that be candidates for employment</p> <p>6 in the organizer position specifically?</p> <p>7 A. That appears to be what this is focusing on,</p> <p>8 yes.</p> <p>9 Q. Did you review this document to prepare for</p> <p>10 today's deposition?</p> <p>11 A. I did.</p> <p>12 Q. When you say this "guided folks screening</p> <p>13 candidates for employment," how would that document</p> <p>14 be used in practice?</p> <p>15 A. Well, I'd be speculating somewhat because I</p> <p>16 didn't use this document myself, nor supervised its</p> <p>17 use. However, I -- I imagine that -- that we</p> <p>18 provided -- and by "we," I mean the states</p> <p>19 leadership team in New York provided some templates</p> <p>20 to guide whoever was conducting and screening</p> <p>21 interviews of applicants.</p> <p>22 Q. Was this used for screening candidates for</p> <p>23 employment in Massachusetts?</p> <p>24 A. I don't know.</p> <p>25 Q. Were there any other interview notes</p>

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<p style="text-align: right;">Page 110</p> <p>1 doesn't help. It's -- it's more a question about</p> <p>2 how you previously prepared for today.</p> <p>3 A. Yeah. Again, really it's just the documents</p> <p>4 provided in the folder. And, you know, I guess I</p> <p>5 could stipulate that if -- if they -- if they</p> <p>6 reference, you know, information as does this one,</p> <p>7 then I suppose that helps me to some degree. But --</p> <p>8 Q. Okay.</p> <p>9 A. -- those are the documents.</p> <p>10 Q. But you didn't speak to anyone in the</p> <p>11 Massachusetts staff or the campaign generally about</p> <p>12 the hours worked by organizers in Massachusetts; is</p> <p>13 that right?</p> <p>14 A. I did not.</p> <p>15 Q. Did field organizers in Massachusetts</p> <p>16 typically work more than 40 hours a week?</p> <p>17 A. I would expect any field organizer in any</p> <p>18 state in the country to work more than 40 hours a</p> <p>19 week, yes.</p> <p>20 Q. Did field organizers in Massachusetts hire</p> <p>21 any other employees?</p> <p>22 A. I don't believe they would have done that,</p> <p>23 no.</p> <p>24 Q. Did field organizers in Massachusetts fire</p> <p>25 any other employees?</p>	<p style="text-align: right;">Page 111</p> <p>1 A. I don't believe so, no.</p> <p>2 Q. Did field organizers in Massachusetts</p> <p>3 discipline any other employees?</p> <p>4 A. As a general matter, I would expect not.</p> <p>5 I -- I could envision a circumstance where, you</p> <p>6 know, an FO became a little more senior within an FO</p> <p>7 cohort and had some quasi manager roles as a result</p> <p>8 of that. But I don't have any specific recollection</p> <p>9 of that occurring in Massachusetts. It could have.</p> <p>10 I'm not sure.</p> <p>11 Q. Did organizers in Massachusetts set any part</p> <p>12 of the campaign's budget for Massachusetts?</p> <p>13 A. They may have made budget requests. They</p> <p>14 would not have set the budget.</p> <p>15 Q. And those requests would be made to whom?</p> <p>16 A. Would depend a lot on the type of request.</p> <p>17 Probably most likely to the operations team, perhaps</p> <p>18 to their organizing leadership team.</p> <p>19 Q. Did field organizers in Massachusetts have</p> <p>20 authority to sign any contracts on behalf of the</p> <p>21 campaign?</p> <p>22 A. I don't recall if we -- if that authority</p> <p>23 existed for them or not.</p> <p>24 MR. BATTEN: Michael, we've been</p> <p>25 going more than three hours now and I'd</p>
<p style="text-align: right;">Page 112</p> <p>1 ask you to consider letting us take a</p> <p>2 lunch break.</p> <p>3 MR. DANNA: Yeah. Thanks, Mark. As</p> <p>4 I mentioned, I'm just wrapping up a line</p> <p>5 of questions and we can take a break soon.</p> <p>6 MR. BATTEN: Okay. Yeah. You said</p> <p>7 1:00 o'clock. It's now almost 1:15, so</p> <p>8 that's why I asked.</p> <p>9 MR. DANNA: Right. I expected these</p> <p>10 questions to go a little faster than they</p> <p>11 have. I'll wrap up in just a minute or</p> <p>12 two.</p> <p>13 We can actually stop there. That's</p> <p>14 fine.</p> <p>15 Is 30 minutes for lunch fine on your</p> <p>16 end?</p> <p>17 MR. BATTEN: Let's make it 45, unless</p> <p>18 that's going to compress your afternoon.</p> <p>19 MR. DANNA: That should be fine. So</p> <p>20 we can -- we can just come back together</p> <p>21 at 2:00 p.m. Eastern.</p> <p>22 MR. BATTEN: Perfect. Thank you.</p> <p>23 - - -</p> <p>24 (Whereupon, a recess was taken from</p> <p>25 1:12 p.m. to 2:00 p.m., after which time</p>	<p style="text-align: right;">Page 113</p> <p>1 the deposition resumed.)</p> <p>2 - - -</p> <p>3 BY MR. DANNA:</p> <p>4 Q. Mr. Kanninen, thanks for rejoining us. I</p> <p>5 hope you had a nice break, lunch break.</p> <p>6 So I'm going to continue talking</p> <p>7 about field organizers.</p> <p>8 And specifically did field organizers</p> <p>9 use scripts or talking points when interacting with</p> <p>10 potential voters?</p> <p>11 A. I would have expected organizers to have some</p> <p>12 talking points at their disposal, scripts either for</p> <p>13 their own volunteers or perhaps themselves,</p> <p>14 depending on the tactic.</p> <p>15 Q. And who would create the scripts that field</p> <p>16 organizers would have?</p> <p>17 A. It would depend on the script. You know,</p> <p>18 some might be given to them by the team leading, for</p> <p>19 example, a call script to encourage rally attendants</p> <p>20 around, like, a Mike Bloomberg rally. That could</p> <p>21 have been done centrally by the advanced team, you</p> <p>22 know, or the states team in New York.</p> <p>23 If it was a volunteer script, that</p> <p>24 could have probably been created in state by their</p> <p>25 leadership or perhaps in conjunction with their</p>

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<p style="text-align: right;">Page 114</p> <p>1 leadership. I think depending upon the tactic, you</p> <p>2 could see a variety of scripts and talking points</p> <p>3 employed that would have been generated by a number</p> <p>4 of different elements of the organization.</p> <p>5 Q. And why did the campaign use scripts and</p> <p>6 talking points?</p> <p>7 A. Well, first and foremost, as -- as a tool.</p> <p>8 You know, you want to eliminate friction in the</p> <p>9 exercise of any tactic because, again, you're</p> <p>10 looking for efficiency given the short runway.</p> <p>11 So giving someone a tool kit of</p> <p>12 sorts, which can include talking points or -- or a</p> <p>13 script can -- can make the work progress more</p> <p>14 efficiently. Sometimes scripts can be useful for</p> <p>15 volunteers if you want to put, you know, a -- a</p> <p>16 phone bank, for example, on a specific task and</p> <p>17 focus that.</p> <p>18 Q. Did the campaign use different scripts and</p> <p>19 talking points for different field organizers within</p> <p>20 Massachusetts?</p> <p>21 A. Sorry. Could you repeat the question or</p> <p>22 clarify it?</p> <p>23 Q. Yeah.</p> <p>24 So did the campaign, you know, create</p> <p>25 or provide different scripts for different field</p>	<p style="text-align: right;">Page 115</p> <p>1 organizers in Massachusetts?</p> <p>2 A. I don't know that they would have been</p> <p>3 created specific to a field organizer. I do think</p> <p>4 that probably different field organizers use</p> <p>5 different scripts, depending upon what they were --</p> <p>6 what they were trying to accomplish with their</p> <p>7 program.</p> <p>8 Q. Was it important to the campaign to have</p> <p>9 consistent messaging on campaign issues?</p> <p>10 A. Yes, I'd say so.</p> <p>11 Q. Did the campaign do anything to ensure that</p> <p>12 its messaging on issues was consistent?</p> <p>13 A. Yeah. Many -- many things. I could name a</p> <p>14 few. You know, everything from regular conference</p> <p>15 calls, you know, leadership to the whole team within</p> <p>16 states, within regions. We often invite</p> <p>17 communication staff to join those calls and -- and</p> <p>18 talk through particular issues of note to provide</p> <p>19 some context or guidance. Documents could be</p> <p>20 shared, you know, messaging, guidance documents,</p> <p>21 talking points. You know, either generally or</p> <p>22 perhaps specific to an issue of importance.</p> <p>23 All of -- all of that and more would</p> <p>24 have been done to communicate effectively throughout</p> <p>25 the campaign how our message developed.</p>
<p style="text-align: right;">Page 116</p> <p>1 Q. And how did the campaign ensure that the --</p> <p>2 the field organizers and volunteers were correctly</p> <p>3 sending the message on those issues?</p> <p>4 A. How would they ensure that the field</p> <p>5 organizers were essentially using the correct</p> <p>6 messaging?</p> <p>7 Q. Yeah.</p> <p>8 A. You know, I think in the same way that we try</p> <p>9 to create some accountability and connectivity and</p> <p>10 coaching opportunities up and down the organization.</p> <p>11 You know, earlier I described the very common</p> <p>12 practice of having weekly or even daily, you know,</p> <p>13 one-on-one check-ins where, you know, for example,</p> <p>14 FOs might be talking to their RODs and conversations</p> <p>15 could come in that context about how they're dealing</p> <p>16 with a particular issue.</p> <p>17 You know, then, of course, you know,</p> <p>18 you mentioned some of the talking point documents.</p> <p>19 You know, those are things that would be provided to</p> <p>20 help folks have something to -- to tether themselves</p> <p>21 to.</p> <p>22 Q. And was it important for the campaign's</p> <p>23 consistent messaging that organizers were tethered</p> <p>24 to those talking points?</p> <p>25 A. Well, to an extent. I mean, you don't want</p>	<p style="text-align: right;">Page 117</p> <p>1 someone saying something about Mike Bloomberg that's</p> <p>2 not true, right? Or not central to the campaign.</p> <p>3 But you wouldn't want anyone just reading from a</p> <p>4 script, you know, word for word. That comes across</p> <p>5 as inauthentic and canned. And, in fact, you know,</p> <p>6 one of the things that we train folks to do,</p> <p>7 volunteer, staff, and up and down, is to weave your</p> <p>8 personal story into a campaign so that you are</p> <p>9 reflecting and using your own experience and your</p> <p>10 own -- your own lived experience as a way of</p> <p>11 relating to the candidate and the value of the</p> <p>12 candidacy.</p> <p>13 So, yeah, at a basic level, ensuring</p> <p>14 that people are connected to the central theme, you</p> <p>15 know, the central value proposition of a campaign,</p> <p>16 that's important. But then giving a space for</p> <p>17 people to expand upon that using their own</p> <p>18 individual stories is equally important.</p> <p>19 MR. DANNA: Okay. I'm going to</p> <p>20 introduce the next document -- exhibit,</p> <p>21 which I believe will be number 8.</p> <p>22 - - -</p> <p>23 (Whereupon, Exhibit 8 was marked for</p> <p>24 identification.)</p> <p>25 - - -</p>

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<p style="text-align: right;">Page 118</p> <p>1 BY MR. DANNA:</p> <p>2 Q. Okay. So this is Exhibit 8. It ends with</p> <p>3 Bates number 00144.</p> <p>4 Have you seen this document before?</p> <p>5 A. I have.</p> <p>6 Q. Can you tell me what it is?</p> <p>7 A. This looks like a -- a final or draft script</p> <p>8 provided to -- well, I'm not sure who it would have</p> <p>9 been provided to. It's a draft script for voter</p> <p>10 contact on the campaign.</p> <p>11 Q. Was this provided to organizers in</p> <p>12 Massachusetts?</p> <p>13 A. I would presume so.</p> <p>14 Q. And how would that be used by organizers in</p> <p>15 Massachusetts?</p> <p>16 A. Well, typically scripts are used, again, as a</p> <p>17 tool kit for people who are either phone banking</p> <p>18 or -- or making calls on behalf of the campaign. In</p> <p>19 this instance, this looks like a volunteer script.</p> <p>20 So I'd imagine, that, you know, an organizer would</p> <p>21 be conducting a phone bank, for example. Perhaps</p> <p>22 bringing volunteers into that phone bank, giving</p> <p>23 them some training and some resources.</p> <p>24 So this script would probably be</p> <p>25 provided to the volunteer along with that training</p>	<p style="text-align: right;">Page 119</p> <p>1 and along with a list of voters to contact.</p> <p>2 Q. Would organizers use scripts like this as</p> <p>3 well in Massachusetts?</p> <p>4 A. I don't know if they used this one or not.</p> <p>5 This -- this appears to be a volunteer script, so</p> <p>6 I -- I couldn't say.</p> <p>7 Q. And how do you know it's a volunteer script?</p> <p>8 A. The beginning sentence indicates that "My</p> <p>9 name is" blank "and I'm a volunteer with</p> <p>10 Mike Bloomberg."</p> <p>11 Q. So are there different scripts that the</p> <p>12 campaign would use for organizers instead of</p> <p>13 volunteers?</p> <p>14 A. Sure.</p> <p>15 And there's many different scripts</p> <p>16 created all the time. You know -- you know, there</p> <p>17 might be scripts updated every -- a few times a week</p> <p>18 depending upon the events of a campaign.</p> <p>19 Q. And who would be creating and updating those</p> <p>20 scripts along the way?</p> <p>21 A. It could be all levels. Again, if it was a</p> <p>22 script that was primarily in service of -- of a</p> <p>23 nationally driven priority -- like, for example, if</p> <p>24 you're assembling a phone bank to call people to</p> <p>25 encourage them to come to a Mike Bloomberg rally,</p>
<p style="text-align: right;">Page 120</p> <p>1 that probably would have been a more centrally</p> <p>2 created script focused on Mike's travel, right? So</p> <p>3 we would have created that in headquarters.</p> <p>4 If it's a script around, you know,</p> <p>5 the name your county fair, you know, and trying to</p> <p>6 get volunteers to attend that county fair, that</p> <p>7 would have been created much more locally.</p> <p>8 MR. DANNA: I'm going to introduce</p> <p>9 Exhibit 9.</p> <p>10 - - -</p> <p>11 (Whereupon, Exhibit 9 was marked for</p> <p>12 identification.)</p> <p>13 - - -</p> <p>14 BY MR. DANNA:</p> <p>15 Q. Okay. Have you seen this before?</p> <p>16 A. I think so. I'm just confirming, but I think</p> <p>17 this is one of the emails that was in the packet</p> <p>18 that was provided to counsel.</p> <p>19 Q. Okay. And can you tell me what it is?</p> <p>20 A. This appears to be an email, a campaign</p> <p>21 email discussing talking points.</p> <p>22 Q. Okay. And do you know who Eydie Silva is at</p> <p>23 the front -- on the front line?</p> <p>24 A. I believe Eydie was one of the regional</p> <p>25 organizing directors, if I'm not mistaken.</p>	<p style="text-align: right;">Page 121</p> <p>1 Q. Okay. And was it the responsibility of</p> <p>2 regional organizing directors to distribute talking</p> <p>3 points to field organizers?</p> <p>4 A. That's a function they -- they could play,</p> <p>5 certainly. Others had that same responsibility</p> <p>6 depending upon where the talking points came from.</p> <p>7 Q. Okay. And in the second paragraph here it</p> <p>8 says "Please keep to script and be careful not to</p> <p>9 answer questions you don't know or fully</p> <p>10 understand."</p> <p>11 Were field organizers typically</p> <p>12 expected to keep to the script, in this person's</p> <p>13 words?</p> <p>14 A. Well, I think it depends on the script. This</p> <p>15 email looks like it's related to national policy</p> <p>16 talking points. And, you know, we wouldn't expect</p> <p>17 our organizers to want to riff on what was a</p> <p>18 carefully considered policy position, for example.</p> <p>19 So I could image that this is the</p> <p>20 kind of script where more adherence to the -- the</p> <p>21 text would be appropriate. But other scripts are</p> <p>22 much more templated guidance designed to give space</p> <p>23 for personal story and for -- for customization at</p> <p>24 the local level.</p> <p>25 Q. And why wouldn't you want organizers to riff</p>

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<p style="text-align: right;">Page 122</p> <p>1 on policy talking points?</p> <p>2 A. Well, I think when you're describing policy,</p> <p>3 you're trying to do so in a way that's consistent</p> <p>4 with -- with a carefully considered, you know,</p> <p>5 position. And so I think having a little more</p> <p>6 clarity and concise and consistent information in</p> <p>7 that sort of script would make sense as opposed to</p> <p>8 many, many other scripts where it can be more fluid.</p> <p>9 Q. And this says a little further down "A</p> <p>10 national policy is that we don't speak to press.</p> <p>11 Direct them to call the national campaign."</p> <p>12 Is that -- was it the policy of the</p> <p>13 campaign that organizers were not permitted to speak</p> <p>14 to the press?</p> <p>15 A. In -- in general, you want to maintain</p> <p>16 discipline when it comes to who speaks to the press.</p> <p>17 And so, you know, communication staffers who had</p> <p>18 that role would obviously do so. And sometimes</p> <p>19 organizers would be asked to speak with the press if</p> <p>20 prepped, right? If it was decided it was a -- a</p> <p>21 wise use of time, and also the right messenger to</p> <p>22 deliver, depending upon what that might be.</p> <p>23 So there were obviously exceptions to</p> <p>24 that rule if it was in the interest of the campaign</p> <p>25 But as a broad policy, you want folks focused on</p>	<p style="text-align: right;">Page 123</p> <p>1 their responsibilities and moving press inquiries to</p> <p>2 the folks that are -- that are trained and -- and</p> <p>3 have the mandate to deal with that relationship.</p> <p>4 MR. DANNA: I'll stop sharing that</p> <p>5 one.</p> <p>6 The next exhibit to the chat, this is</p> <p>7 Exhibit 10.</p> <p>8 - - -</p> <p>9 (Whereupon, Exhibit 10 was marked for</p> <p>10 identification.)</p> <p>11 - - -</p> <p>12 BY MR. DANNA:</p> <p>13 Q. And that ends with Bates number 15401.</p> <p>14 Have you seen this document before?</p> <p>15 A. I have.</p> <p>16 Q. So what is it?</p> <p>17 A. This appears to be another call script.</p> <p>18 Q. And how would this be used?</p> <p>19 A. Well, this particular script looks like it is</p> <p>20 a persuasion GOTV script, which means this would be</p> <p>21 used to guide conversations with voters heading into</p> <p>22 election day.</p> <p>23 Q. So in practice, this would be used in contact</p> <p>24 with a potential voter; is that right?</p> <p>25 A. Yes.</p>
<p style="text-align: right;">Page 124</p> <p>1 Q. And in the first line it says "I'm a</p> <p>2 volunteer/organizer."</p> <p>3 Does that mean that this script could</p> <p>4 be used by either volunteers or organizers?</p> <p>5 A. Presumably, yes.</p> <p>6 Q. Do you know if this script was used by</p> <p>7 organizers in Massachusetts?</p> <p>8 A. I would imagine it was, but I don't know that</p> <p>9 with certainty.</p> <p>10 Q. And who created this persuasion GOTV script?</p> <p>11 A. Well, this could have been created at either</p> <p>12 the state level or perhaps the national level. It</p> <p>13 wouldn't surprise me if this was part of a -- a</p> <p>14 script that was a set of resources heading into what</p> <p>15 we call GOTV and then provided to the state, and</p> <p>16 then the state either takes in whole cloth or</p> <p>17 tailors it to their -- their needs.</p> <p>18 Q. And it looks like this could be used for door</p> <p>19 knocking or phone calls based on that second line;</p> <p>20 is that right?</p> <p>21 A. Yes. I agree with that.</p> <p>22 Q. And why would the campaign create and use a</p> <p>23 script like this?</p> <p>24 A. Well, a number of reasons. One, you want to</p> <p>25 provide a resource to your organization so that</p>	<p style="text-align: right;">Page 125</p> <p>1 volunteers especially have some easy to digest</p> <p>2 guidance on how to -- how to make a pitch to vote</p> <p>3 for Mike. That's one reason.</p> <p>4 The other reason is that you're</p> <p>5 trying to collect data as you go on how well these</p> <p>6 conversations are -- are -- are going on. And so</p> <p>7 giving them some guidance on how to do that and</p> <p>8 identify, you know, whether the voter is leaning or</p> <p>9 undecided is -- is useful for that purpose.</p> <p>10 And then lastly, it's just reminding</p> <p>11 the organizer or the volunteer how to push someone</p> <p>12 either to commit to vote, or if they've already</p> <p>13 voted, to move them into a volunteer lane. Or if</p> <p>14 they're undecided, to move them into a -- a</p> <p>15 persuasion conversation kind of lane. So it gives</p> <p>16 the broad framework of how -- how to think about</p> <p>17 those three imperatives: Volunteer, getting out to</p> <p>18 vote, or persuading.</p> <p>19 Q. And a little bit further down on the page in</p> <p>20 the paragraph starting "If on primary day" -- it</p> <p>21 looks like there are some -- some placeholders maybe</p> <p>22 for information. It says "XX a.m. to XX p.m." and</p> <p>23 then later in that paragraph says "See bracket state</p> <p>24 Democratic primary voting guide."</p> <p>25 Do those kind of placeholders</p>

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<p style="text-align: right;">Page 126</p> <p>1 indicate that this is likely to have been used in</p> <p>2 multiple states?</p> <p>3 A. Yeah. That leads me to believe that this was</p> <p>4 a document that was part of a packet, a tool kit</p> <p>5 that then was presented to multiple states where</p> <p>6 they would then tailor that kind of information</p> <p>7 specific to the -- the -- the timing and the</p> <p>8 deadlines and the locations of their state.</p> <p>9 MR. DANNA: Okay. I'm going to stop</p> <p>10 sharing that one.</p> <p>11 This is Exhibit 11.</p> <p>12 - - -</p> <p>13 (Whereupon, Exhibit 11 was marked for</p> <p>14 identification.)</p> <p>15 - - -</p> <p>16 BY MR. DANNA:</p> <p>17 Q. It ends with Bates number 09042.</p> <p>18 Have you seen this email before?</p> <p>19 A. I think this is, again, one of the emails in</p> <p>20 the packet, if I'm not mistaken.</p> <p>21 Q. And do you know what it is?</p> <p>22 A. Looks like another message from one of the</p> <p>23 regional organizer directors to what I presume are</p> <p>24 FOs in -- in the campaign.</p> <p>25 Q. Okay. And the subject line here says "Sexual</p>	<p style="text-align: right;">Page 127</p> <p>1 harassment news" and the first line says "We must</p> <p>2 keep to the talking points about sensitive issues."</p> <p>3 Do you see that?</p> <p>4 A. I do.</p> <p>5 Q. Did the campaign want consistent messaging</p> <p>6 regarding sexual harassment?</p> <p>7 A. We wanted consistent messaging regarding any</p> <p>8 issue of importance, certainly.</p> <p>9 Q. And so on issues of importance, was it</p> <p>10 expected by the campaign that organizers would,</p> <p>11 quote, keep to the talking points?</p> <p>12 MR. BATTEN: Objection.</p> <p>13 THE WITNESS: I mean, again, the</p> <p>14 talking points and message guides are</p> <p>15 there to help the staff communicate</p> <p>16 consistently with the campaign. You know,</p> <p>17 when you would say "Keep to the talking</p> <p>18 points," I think thematically and</p> <p>19 certainly factually, you want to say what</p> <p>20 is -- what is the central theme of</p> <p>21 those -- those points? But they're not</p> <p>22 scripts. You know, it's not a</p> <p>23 word-for-word situation, obviously.</p> <p>24 BY MR. DANNA:</p> <p>25 Q. Okay. I believe earlier we talked in passing</p>
<p style="text-align: right;">Page 128</p> <p>1 about campaign events, visibility events. I'm going</p> <p>2 to show you a document.</p> <p>3 MR. DANNA: This'll be Exhibit 12.</p> <p>4 - - -</p> <p>5 (Whereupon, Exhibit 12 was marked for</p> <p>6 identification.)</p> <p>7 - - -</p> <p>8 THE WITNESS: I'm sorry, folks.</p> <p>9 Everything froze for a sec. So I missed</p> <p>10 what everyone said in the last maybe</p> <p>11 ten seconds.</p> <p>12 BY MR. DANNA:</p> <p>13 Q. Okay. I said I'm going to be introducing</p> <p>14 Exhibit 12, which I'll add to the chat.</p> <p>15 Have you seen this document before?</p> <p>16 A. I'm not sure. If it's not in the packet, and</p> <p>17 I'm trying to see if it's in the packet, I don't</p> <p>18 think I've seen it. But I'm just looking through</p> <p>19 the packet to confirm that.</p> <p>20 Q. When you say you're looking through the</p> <p>21 packet, do you mean you have documents provided by</p> <p>22 counsel in front of you?</p> <p>23 A. Yeah.</p> <p>24 Q. Okay. So let's just focus on the exhibits</p> <p>25 rather than other documents you may have gone</p>	<p style="text-align: right;">Page 129</p> <p>1 through today.</p> <p>2 A. If it was in the package of documents</p> <p>3 provided by counsel, I would have seen it. But I --</p> <p>4 I just don't recall if it was or not.</p> <p>5 Q. Okay. Do you have an understanding of what</p> <p>6 this document is?</p> <p>7 A. Only by looking at it and making an</p> <p>8 inference. It looks like it's a -- a -- a, you</p> <p>9 know, wrap-up report, newsletter is how they're</p> <p>10 describing it, you know, daily update, something</p> <p>11 like that provided to staff. I presume</p> <p>12 Massachusetts because it's labeled "Massachusetts."</p> <p>13 Q. Okay. I'm going to go down to the third page</p> <p>14 where it says "types of events." And there is a</p> <p>15 table, it looks like, at the top. It says "event</p> <p>16 types," and there are two columns, and there are six</p> <p>17 different rows to the "event types" column.</p> <p>18 Do you see all that?</p> <p>19 A. I do.</p> <p>20 Q. What is this table referring to when it says</p> <p>21 "event types"?</p> <p>22 MR. BATTEN: Objection.</p> <p>23 THE WITNESS: I -- I presume this is</p> <p>24 attempting to classify different events to</p> <p>25 clarify the common nomenclature so they</p>

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<p style="text-align: right;">Page 130</p> <p>1 can use for the campaign.</p> <p>2 BY MR. DANNA:</p> <p>3 Q. And above the table it says "Please make sure</p> <p>4 your FOs are aware of these event standards since</p> <p>5 they affect the goals in the PTG tracker."</p> <p>6 What is the "PTG tracker"?</p> <p>7 A. I presume that refers to the term "percent to</p> <p>8 goal." And, again, making an inference here or</p> <p>9 speculating this is coming from the data team, I</p> <p>10 suspect what they're -- they're suggesting is that</p> <p>11 if we're recording, you know, progress to goal</p> <p>12 across whatever metrics you have, it's important to</p> <p>13 do so with the right classifications so the data is</p> <p>14 then therefore clean.</p> <p>15 Q. Is the PTG tracker something that would be</p> <p>16 used and maintained at the -- the state level or the</p> <p>17 national level?</p> <p>18 A. Well, both. I -- I think in this instance,</p> <p>19 they're using that term a little casually. You</p> <p>20 know, we would certainly be tracking percent to goal</p> <p>21 of certain -- of some things in New York. They're</p> <p>22 probably tracking percent to goal of different</p> <p>23 things or more localized things in Massachusetts.</p> <p>24 So I don't know if this is referring</p> <p>25 to one subset of goals in the state, or if it's</p>	<p style="text-align: right;">Page 131</p> <p>1 referring to something more broadly than that. But</p> <p>2 depending on -- on what we're talking about, it</p> <p>3 could have been looked at by both Massachusetts</p> <p>4 staff or by headquarters staff. It would depend.</p> <p>5 Q. And did the campaign in Massachusetts then</p> <p>6 track the percent to goal of different types of</p> <p>7 events?</p> <p>8 A. I would expect so, yes.</p> <p>9 Q. And why would you expect that?</p> <p>10 A. Well, really with any events or any -- I'm</p> <p>11 sorry. With any goals we might create. And by</p> <p>12 "we," I mean the campaign at large, you're creating</p> <p>13 a set of metrics and goals to correspond, you know,</p> <p>14 again, to hold books accountable to give them</p> <p>15 something to drive towards to -- to examine if your</p> <p>16 plans are effective or ineffective.</p> <p>17 And so whether the -- the goals were</p> <p>18 based on phone calls, door knocks, volunteer</p> <p>19 capacity, events, you know, one-on-ones, or even</p> <p>20 something you track as a goal, there's a number of</p> <p>21 things that it could be. But whatever the goals</p> <p>22 might have been turf by turf, region by region,</p> <p>23 state by state, I would have expected some metric</p> <p>24 tracking.</p> <p>25 Q. And is the information about each of these</p>
<p style="text-align: right;">Page 132</p> <p>1 events entered into some kind of database or system</p> <p>2 for that tracking?</p> <p>3 A. Yeah. Predominantly campaigns use the voter</p> <p>4 activation network or VAN sometimes called Vote</p> <p>5 Builder. There are other --</p> <p>6 (Stenographer clarification.)</p> <p>7 THE WITNESS: I think I said</p> <p>8 predominantly campaigns use a database</p> <p>9 called VAN, V-A-N, alternatively called</p> <p>10 Vote Builder.</p> <p>11 THE STENOGRAPHER: Thanks. Sorry.</p> <p>12 THE WITNESS: No worries.</p> <p>13 There are other tools that might be</p> <p>14 employed to track different things, but I</p> <p>15 think fair to say that VAN and Vote</p> <p>16 Builder is the most widely used.</p> <p>17 BY MR. DANNA:</p> <p>18 Q. And what would that campaign track on</p> <p>19 Vote Builder?</p> <p>20 A. Any number of things. It could track</p> <p>21 one-one-one conversations you have with prospective</p> <p>22 volunteers. It could track phone calls made by</p> <p>23 individual volunteers or by a team within a turf or</p> <p>24 by a team within a region. It could track door</p> <p>25 knocks. And within that would -- would track</p>	<p style="text-align: right;">Page 133</p> <p>1 successful completed door knocks, meaning a</p> <p>2 conversation was had versus no one home. It could</p> <p>3 track result of those door knocks.</p> <p>4 Same with phone calls. It could</p> <p>5 track event attendants if you're building for an</p> <p>6 event. All manner of things related to voter</p> <p>7 contact.</p> <p>8 Q. Did a campaign in Vote Builder track each</p> <p>9 event that a field organizer in Massachusetts</p> <p>10 attended?</p> <p>11 A. I wouldn't expect so in Vote Builder. If</p> <p>12 possible, some of that was tracked. I would -- I</p> <p>13 would expect instead that -- that sometimes an</p> <p>14 organizer might submit a soft report to -- to their</p> <p>15 supervisor. And by soft report versus hard report,</p> <p>16 you often mean something that really is a -- a</p> <p>17 qualitative description of activities as opposed to</p> <p>18 just entering data into a database.</p> <p>19 So I might, you know, in some</p> <p>20 template form, send an email daily or weekly to</p> <p>21 my -- if I was an FO to my ROD saying "Here are the</p> <p>22 things that I -- I did this week," for example. So</p> <p>23 I don't know. That could be tracked in VAN, but not</p> <p>24 necessarily. And that might depend upon, again, the</p> <p>25 program locally.</p>

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<p style="text-align: right;">Page 134</p> <p>1 Q. In the paragraph below the table, there are a</p> <p>2 couple references to "Mobilize."</p> <p>3 A. Yeah.</p> <p>4 Q. What is "Mobilize"?</p> <p>5 A. I believe they're referring to</p> <p>6 Mobilize America, which is a platform that is</p> <p>7 largely a tool for an organizing team and/or their</p> <p>8 volunteers to build crowds or build capacity for</p> <p>9 events on a campaign.</p> <p>10 Q. And how would it be used to build crowds or</p> <p>11 capacity for events?</p> <p>12 A. Well, my secondhand understanding of using</p> <p>13 Mobilize is that it's -- it's a -- an interface</p> <p>14 essentially that allows social media to sync up</p> <p>15 with -- with the VAN, the Voter Activation Network,</p> <p>16 so that if you're trying to get, you know, folks to</p> <p>17 come to a phone bank or folks to come to a community</p> <p>18 event or folks to come to some office opening event</p> <p>19 where you're trying to build a crowd, the interface</p> <p>20 allows you to use the convenience and the wide</p> <p>21 adoption of social media. But then on the back end,</p> <p>22 links back to the Voter Activation Network so that</p> <p>23 data is immediately in our database.</p> <p>24 And that's -- that's a service to</p> <p>25 organizers and their volunteers because in the old</p>	<p style="text-align: right;">Page 135</p> <p>1 days, you'd organize for an event and then you'd</p> <p>2 spend time in the evening manually entering the data</p> <p>3 yourself of who came and who was -- attempted to</p> <p>4 come. And this interface accomplishes that for you,</p> <p>5 essentially.</p> <p>6 Q. So in the table itself, in these six rows</p> <p>7 under the heading "Event Types," what do these</p> <p>8 labels refer to?</p> <p>9 A. The "Event Type" labels you mean? Like</p> <p>10 "Canvass, phone banks"?</p> <p>11 Q. Yeah.</p> <p>12 It just as -- as a list, what -- what</p> <p>13 is this? What is this a list of?</p> <p>14 A. That looks to me like the type of events most</p> <p>15 typical, although I would -- I don't think exclusive</p> <p>16 or exhaustive, but most typical that an organizer</p> <p>17 might encounter. And, therefore, they're the -- the</p> <p>18 well-known common tags we would call them.</p> <p>19 They would associate, you know, with</p> <p>20 the activities you're doing for the purposes of</p> <p>21 coding them in the database.</p> <p>22 Q. In the "description" column, the first three</p> <p>23 rows say "Event where volunteers" and then words</p> <p>24 beyond that.</p> <p>25 Are these events primarily where</p>
<p style="text-align: right;">Page 136</p> <p>1 volunteers would be going and doing a set of tasks?</p> <p>2 MR. BATTEN: Objection.</p> <p>3 THE WITNESS: A canvass or a phone</p> <p>4 bank certainly would, or a text bank. You</p> <p>5 named the top three. In all those events,</p> <p>6 we use the term "event" to mean a</p> <p>7 convening of volunteers, in that case.</p> <p>8 So, for example, if I was an</p> <p>9 organizer and building a canvass event,</p> <p>10 what that looks like in -- in practice is</p> <p>11 there's a location, there's a time.</p> <p>12 I'm -- I'm recruiting folks to come.</p> <p>13 They all come to that centralized</p> <p>14 location. They probably get a canvass</p> <p>15 packet. They probably get a walk list,</p> <p>16 meaning the doors they're supposed to hit.</p> <p>17 They probably get a training. You know,</p> <p>18 maybe they get fed. That's the event.</p> <p>19 And then you send them all out to go</p> <p>20 complete the task and they come back and</p> <p>21 report on how they did.</p> <p>22 And that -- that effectively would</p> <p>23 apply to phone banks or text banks as</p> <p>24 well. In other events, it wouldn't be</p> <p>25 that. You know, an engagement event, for</p>	<p style="text-align: right;">Page 137</p> <p>1 example, could be that you're about to</p> <p>2 open an office, and so you want to have a</p> <p>3 big crowd come to the office and you're</p> <p>4 not making phone calls or doing door</p> <p>5 knocks, you're just getting people excited</p> <p>6 to be together on behalf of Mike. And so</p> <p>7 that kind of event would be different.</p> <p>8 You'd have a program, maybe a</p> <p>9 speaking program. Maybe you're bringing</p> <p>10 in an elected official to give remarks.</p> <p>11 It's like a political event in that sense.</p> <p>12 So we use events -- I think in this</p> <p>13 context so can you code things</p> <p>14 conveniently. We use the term "event" to</p> <p>15 both mean the canvass-type events, which</p> <p>16 are about tasks and the engagement-type</p> <p>17 events which are more political in nature.</p> <p>18 BY MR. DANNA:</p> <p>19 Q. And in the canvass-type tasks where a</p> <p>20 volunteer has a call list or a walk list, who on the</p> <p>21 campaign prepares those walk lists or call lists for</p> <p>22 volunteers?</p> <p>23 A. That would be done in a partnership between</p> <p>24 the data team and the field team or the organizing</p> <p>25 team, I should say, in state. So depending on the</p>

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<p style="text-align: right;">Page 138</p> <p>1 structure, depending upon the program, you know, an 2 organizer might make that walk list, you know, with 3 the data team and have them pull the appropriate 4 list to their turf. Maybe there is a more 5 specialized task that is directed at the regional 6 level or the state level, depending on what you're 7 talking about.</p> <p>8 So those lists could be pulled -- and 9 by "pull," I mean it is -- it is taken with the 10 database and then printed out or given to an app. 11 Those lists can be pulled, you know, at all levels 12 depending upon the kind of task it is and the kind 13 of permissions that folks would have.</p> <p>14 Q. And did any organizers in Massachusetts work 15 with the data team to create walk lists or call 16 lists?</p> <p>17 A. I don't know if they did specifically.</p> <p>18 Q. So looking at the "engagement event" 19 description in the document, in the second line, it 20 says "Should be planned well in advance in 21 conjunction with the ROD and organizer."</p> <p>22 Do you see that?</p> <p>23 A. Yes.</p> <p>24 Q. What would the ROD's role be in planning an 25 engagement event?</p>	<p style="text-align: right;">Page 139</p> <p>1 A. It would depend I think on the kind of event. 2 I think -- and, again, also depending upon the 3 volunteer structure, you know, within a -- within a 4 turf. There are examples I can think of where, you 5 know, a volunteer, a really good volunteer may just 6 want to have an event because they're -- they are, 7 you know, a member of the church, for example, and 8 they want to do a church barbecue and invite their 9 friends and family. And that's the kind of thing 10 that we would want to encourage and support.</p> <p>11 And so, you know, perhaps the ROD and 12 the organizer -- more likely the organizer in that 13 case would be coaching the volunteer to do that. 14 Maybe giving the volunteer some resources. 15 Literature, for example, signs to make that event 16 successful. And that's an example of where the ROD 17 probably wouldn't be doing anything with it, other 18 than knowing it was happening because we're tracking 19 campaign activity.</p> <p>20 Other events, like an office opening, 21 you know, might be something the ROD is involved in. 22 Perhaps there's a budget request that needs to go up 23 chain, and so the ROD needs to be aware of that. 24 And maybe there is a need to engage with other 25 departments to bring a surrogate to the event or</p>
<p style="text-align: right;">Page 140</p> <p>1 something like that. So really depending on the 2 kind of event.</p> <p>3 I -- I think with the larger events, 4 and this -- this blurb here seems to be speaking to 5 that to some degree, the guidance is really that if 6 you're planning something bigger that requires 7 additional resources, you should flag that early on.</p> <p>8 Q. And the last sentence in this "Description" 9 box says "The impetus here is that organizers lean 10 on prospective volunteer leaders to help those who 11 are and execute events in their local community."</p> <p>12 Do you see that?</p> <p>13 A. I do.</p> <p>14 Q. What is -- what does that mean?</p> <p>15 MR. BATTEN: Objection.</p> <p>16 THE WITNESS: Well, I suspect that 17 refers to the situation I described -- the 18 situation I described a moment ago with 19 the church leader, right?</p> <p>20 You know, campaigns are about 21 building effectively trained capacity to 22 go then broaden engagement further.</p> <p>23 And -- and so a good volunteer structure 24 would have volunteers who have the -- have 25 the training and the -- and the resources</p>	<p style="text-align: right;">Page 141</p> <p>1 necessary to go autonomously build 2 engagement events in their own 3 communities.</p> <p>4 MR. DANNA: Okay. I'm going to 5 switch to a new exhibit. Okay. This is 6 Exhibit 13 and it ends with Bates number 7 09099.</p> <p>8 - - -</p> <p>9 (Whereupon, Exhibit 13 was marked for 10 identification.)</p> <p>11 - - -</p> <p>12 BY MR. DANNA:</p> <p>13 Q. Do you recognize this document?</p> <p>14 A. Yes.</p> <p>15 Q. Can you tell me what it is?</p> <p>16 A. This looks like a couple of emails. A 17 forward of one email. Again, looks like the 18 organizing team in Massachusetts.</p> <p>19 Q. Okay. And in -- in the second full paragraph 20 that begins with "Community events," it says 21 "Community events are defined as any meeting where 22 voters can be targeted."</p> <p>23 Is a community event different from 24 an engagement event, just as a classification?</p> <p>25 A. Maybe. I don't know. It could be. It could</p>

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<p style="text-align: right;">Page 142</p> <p>1 be synonymous. I'm not sure how they're using that</p> <p>2 in this context.</p> <p>3 Q. Okay. And further in that paragraph it says</p> <p>4 "You can attend the community event by standing</p> <p>5 outside on public property, sidewalk, and hand out</p> <p>6 fliers to attendees."</p> <p>7 Do you see that?</p> <p>8 A. Yep.</p> <p>9 Q. So in the campaign's tracking, a community</p> <p>10 event could be, for example, as this says "Standing</p> <p>11 outside an event and handing out fliers"; is that</p> <p>12 right?</p> <p>13 A. I can't speak to how they tracked this. I --</p> <p>14 I see what is written in the email here describing</p> <p>15 that situation, but that's as much as I can say.</p> <p>16 Q. Do you know how the campaign tracked</p> <p>17 community events in Massachusetts?</p> <p>18 A. The campaign broadly speaking, or the</p> <p>19 campaign in Massachusetts?</p> <p>20 Q. In Massachusetts.</p> <p>21 A. I don't know if they had a different</p> <p>22 classification for events of this type versus events</p> <p>23 of the type we were discussing a moment ago. I just</p> <p>24 don't know.</p> <p>25 Q. Okay. And looking down further, there is a</p>	<p style="text-align: right;">Page 143</p> <p>1 table here. It says "Remaining goals week ending</p> <p>2 2/13." And there are a few columns, "Door knocked,"</p> <p>3 "Campaign calls," "Community events" and "Dialer</p> <p>4 hours."</p> <p>5 Do you see all that?</p> <p>6 A. Yep.</p> <p>7 Q. Can you tell me what this table is conveying?</p> <p>8 A. I can't with precision because this table was</p> <p>9 created by this particular ROD dealing with this --</p> <p>10 these FOs, and I presume there was some context</p> <p>11 here. This is -- this looks to me like one of, you</p> <p>12 know, a regularly sent email tracking progress. And</p> <p>13 so there's obviously a context beyond what's on the</p> <p>14 page here that I'm not privy to.</p> <p>15 But -- but broadly speaking, I can</p> <p>16 say this looks like a -- a, you know, what's</p> <p>17 probably a regular report. Probably a regular way</p> <p>18 for -- for the ROD to let the organizers know how</p> <p>19 they're doing against whatever goals they're --</p> <p>20 they're tracking.</p> <p>21 And it looks like this in this</p> <p>22 particular week, they're looking at, you know, four</p> <p>23 goals at least.</p> <p>24 Q. And in the "Community Events" column is the</p> <p>25 number "3" for each row.</p>
<p style="text-align: right;">Page 144</p> <p>1 What would that refer to?</p> <p>2 MR. BATTEN: Objection.</p> <p>3 THE WITNESS: I'd be speculating. I</p> <p>4 mean, it looks like based on this email it</p> <p>5 refers to the events that she describes up</p> <p>6 the page, but I only know that from what's</p> <p>7 written on the page here.</p> <p>8 BY MR. DANNA:</p> <p>9 Q. And back up in that first paragraph, in the</p> <p>10 middle it says "As a reminder, meeting FO/District</p> <p>11 goals are mandatory achievement for the</p> <p>12 team/district."</p> <p>13 What does it mean that "goals are a</p> <p>14 mandatory achievement"?</p> <p>15 MR. BATTEN: Objection.</p> <p>16 THE WITNESS: Well, I think campaigns</p> <p>17 are binary. You win or you lose,</p> <p>18 generally. And -- and we often try to get</p> <p>19 folks thinking about goals in the same</p> <p>20 way. You've got to hit your goal. You</p> <p>21 know, 98 percent to goal is a very bad</p> <p>22 number. You want to be at 100 percent</p> <p>23 goal or 105, right?</p> <p>24 So I don't know what is being</p> <p>25 communicated exactly in this message</p>	<p style="text-align: right;">Page 145</p> <p>1 except to assert that, you know, goals</p> <p>2 aren't just guidance. Goals are goals.</p> <p>3 BY MR. DANNA:</p> <p>4 Q. Are there any consequences if an organizer</p> <p>5 did not meet their goals?</p> <p>6 A. Well, there could be. It would depend I</p> <p>7 think entirely on the context both around the goals</p> <p>8 themselves and the broader performance of the</p> <p>9 organizer.</p> <p>10 Q. And how -- how would it depend on the goal</p> <p>11 itself?</p> <p>12 A. Well, as I mentioned at some earlier point in</p> <p>13 this conversation, you know, goal setting is not</p> <p>14 perfect. And -- and you often start with your best</p> <p>15 guess looking at whatever data you have at your</p> <p>16 disposal. And that data could include things like</p> <p>17 the number of volunteers modeled to live in an area,</p> <p>18 right? The number of persuadable voters modeled to</p> <p>19 live in an area.</p> <p>20 Your plan is derived from big chunky</p> <p>21 sets of data like that and then broken down into</p> <p>22 manageable pieces on the ground. But then reality</p> <p>23 strikes, and it may be that your model isn't bearing</p> <p>24 out in a certain community. And in that instance,</p> <p>25 an FO and their ROD would have a conversation about</p>

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<p style="text-align: right;">Page 146</p> <p>1 what they're seeing on the ground and they might</p> <p>2 say, "Look, you know, we've got this volunteer list.</p> <p>3 The model suggests I should be getting a bunch of</p> <p>4 volunteers by calling through this list. We've hit</p> <p>5 this list five times. No one is showing up. You</p> <p>6 know, I'm getting blood from a rock."</p> <p>7 And it's determined that the outputs</p> <p>8 are there but it's not resulting in something,</p> <p>9 then -- then a rational ROD and FO might say, "Well,</p> <p>10 let's -- let's shift the plan and revise the goals.</p> <p>11 Maybe revise the plan to do something that would be</p> <p>12 successful."</p> <p>13 I mean, other instances, it could be</p> <p>14 that the FO is failing to attract volunteers and the</p> <p>15 ROD can see that part of the problem is the output</p> <p>16 is just not there. So that might be a performance</p> <p>17 conversation.</p> <p>18 Really would depend upon what you're</p> <p>19 seeing and the experience of the ROD to say "Well,</p> <p>20 let's coach you through this" or "Let's change</p> <p>21 tacts" versus "You got to bear down." And that's a</p> <p>22 very individualized approach.</p> <p>23 Q. Did the campaign set any limits on the events</p> <p>24 that organizers planned?</p> <p>25 A. The limits on how many -- one organizer might</p>	<p style="text-align: right;">Page 147</p> <p>1 plan?</p> <p>2 Q. Not necessarily how many, but just on that</p> <p>3 plan in general.</p> <p>4 A. I wouldn't say that exactly. What I would</p> <p>5 say is that the campaign -- and by "the campaign" in</p> <p>6 this case, I mean leadership in New York would work</p> <p>7 with states to identify the best and most efficient</p> <p>8 pathway to -- to building delegates in their state.</p> <p>9 And there are some states where voter contact, which</p> <p>10 is a very traditional and kind of bread and butter</p> <p>11 campaign tactic, would make a lot of sense.</p> <p>12 For example, voter contact makes a</p> <p>13 lot of sense where you have an efficiency among your</p> <p>14 target voters. And by "efficiency," I mean they're</p> <p>15 clustered. They're geographically close. You can</p> <p>16 easily hit a bunch of doors, you know, in a small</p> <p>17 window of time without driving to and fro to do so.</p> <p>18 Or there is just the right cohort of voters who can</p> <p>19 be communicated with efficiently through that</p> <p>20 tactic.</p> <p>21 Other places may not have clusters of</p> <p>22 voters that you can reach very efficiently by doors,</p> <p>23 but perhaps they're rural and perhaps they're older</p> <p>24 and they're on Facebook. And so we can use relation</p> <p>25 organizing and social media engagement to reach</p>
<p style="text-align: right;">Page 148</p> <p>1 them. Other places still really require paid media,</p> <p>2 mail, or earned media.</p> <p>3 And an organizing team there might be</p> <p>4 doing community events with a state senator, you</p> <p>5 know, not so much to reach a volume of voters, but</p> <p>6 rather to get a nice clip in the local paper that</p> <p>7 will be read by a lot of voters. Those are all very</p> <p>8 different approaches that depend entirely on the</p> <p>9 region, the turf, the goals of the state, the goals</p> <p>10 of the congressional district, the goals of the</p> <p>11 overall campaign.</p> <p>12 And so we wouldn't seek to place an</p> <p>13 artificial limit on anyone's activity, but everyone</p> <p>14 should understand, you know, what the path to</p> <p>15 victory is in their particular state and how the</p> <p>16 path to victory -- how they can distribute best to</p> <p>17 that path of victory. And they should have an</p> <p>18 understanding of the most efficient way to do that,</p> <p>19 given what their turf looks like.</p> <p>20 Also, we want to organizers to [audio</p> <p>21 distortion] less in turn, "Hey, this isn't working</p> <p>22 in my turf for X, Y, and Z reason." And we really</p> <p>23 gave states the autonomy to be nimble in that way,</p> <p>24 partly because this was not a campaign driven by</p> <p>25 voter contact metrics, but rather a campaign driven</p>	<p style="text-align: right;">Page 149</p> <p>1 by -- by visibility and presence. And so that could</p> <p>2 really be a choose -- choose your own adventure</p> <p>3 depending upon the geography you were in.</p> <p>4 Q. Did the campaign require any kind of approval</p> <p>5 by an ROD for any aspect of a field organizer's</p> <p>6 event planning?</p> <p>7 A. I don't think we required that approval as a</p> <p>8 matter of policy. I could certainly imagine some</p> <p>9 RODs exercising that as a management tool, depending</p> <p>10 upon their team.</p> <p>11 Q. Was there a limit to how much cam- -- how</p> <p>12 much in campaign funds organizers could commit to an</p> <p>13 event without seeking approval?</p> <p>14 A. I do -- I don't recall what the amount might</p> <p>15 have been, but I do think we had, you know, just as</p> <p>16 a management tool, again, a generalized for --</p> <p>17 for -- to eliminate friction, right? "Here is what</p> <p>18 you can confidently go do without additional</p> <p>19 approval, and above that amount you got to get</p> <p>20 approval."</p> <p>21 I do think a policy like that was in</p> <p>22 place, yes.</p> <p>23 Q. And what do you mean "to eliminate friction,"</p> <p>24 that process?</p> <p>25 A. Well, campaigns are about how much -- how</p>

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<p style="text-align: right;">Page 150</p> <p>1 much you can contact voters, communicate with voters</p> <p>2 in a short period of time. And time is everything.</p> <p>3 So creating an ability for organizers to move</p> <p>4 quickly without having to -- to check every</p> <p>5 few minutes if they were allowed to do something</p> <p>6 is -- is valuable.</p> <p>7 And so you want to give them guidance</p> <p>8 and goals and objectives and tools, but you want --</p> <p>9 and you want obviously control against the budget,</p> <p>10 so you can't be limitless in that regard. But</p> <p>11 giving some basic tools including some -- some</p> <p>12 identified budget to go forward, eliminate the</p> <p>13 friction of getting approvals for everything you</p> <p>14 did.</p> <p>15 Q. And what would some of those tools be beyond</p> <p>16 the -- the preapproved budget?</p> <p>17 A. Tools could be talking points. They could be</p> <p>18 scripts. They could be technological tools that --</p> <p>19 that made their job easier like Mobilize America.</p> <p>20 They could be signage and literature and -- and</p> <p>21 things that could live in the campaign office that</p> <p>22 they would have access to whenever they needed them.</p> <p>23 They could include events budgets of that type. All</p> <p>24 of those would be pretty basic tools for an</p> <p>25 organizer.</p>	<p style="text-align: right;">Page 151</p> <p>1 MR. DANNA: I'm going to introduce</p> <p>2 Exhibit 14.</p> <p>3 - - -</p> <p>4 (Whereupon, Exhibit 14 was marked for</p> <p>5 identification.)</p> <p>6 - - -</p> <p>7 BY MR. DANNA:</p> <p>8 Q. Do you recognize this document?</p> <p>9 A. This was like an email, again, in</p> <p>10 Massachusetts from the operations director on budget</p> <p>11 guidance.</p> <p>12 Q. Okay. And, just for the record, this is a</p> <p>13 document that ends with Bates number 14633.</p> <p>14 You mentioned this is from the</p> <p>15 operations director.</p> <p>16 Is that the state operations director</p> <p>17 for Massachusetts?</p> <p>18 A. That appears to be the author, yes.</p> <p>19 Q. Okay. And would it be the responsibility of</p> <p>20 the state operations director to determine how the</p> <p>21 campaign would allocate its budget for events?</p> <p>22 A. I'm not sure they would determine that, no.</p> <p>23 I think the operations director would perhaps be</p> <p>24 communicating guidance across departments on a</p> <p>25 number of things, including this sort of event</p>
<p style="text-align: right;">Page 152</p> <p>1 guidance.</p> <p>2 Q. Okay. So this says "I need to send out</p> <p>3 instructions regarding events to provide some more</p> <p>4 guidance aside from FOs seeking my approval if they</p> <p>5 want to spend more than \$100."</p> <p>6 Is this the approval process that we</p> <p>7 were just talking about where above that 100-dollar</p> <p>8 amount, an organizer would need to seek approval for</p> <p>9 an event budget?</p> <p>10 A. I'd be speculating here. It -- I'm reading</p> <p>11 it slightly different than that. It seems like the</p> <p>12 operation director is saying, "A lot of folks are</p> <p>13 asking me and I don't have a good answer, so let's</p> <p>14 get our -- our policy together."</p> <p>15 Q. Do you know why FOs would seek the operations</p> <p>16 director's approval if they wanted to spend more</p> <p>17 than \$100?</p> <p>18 A. I don't know. But, again, I'm inferring here</p> <p>19 that perhaps they're -- they were doing that and so</p> <p>20 she appears to be getting her colleagues to say,</p> <p>21 "Let's get together and create a better answer" or a</p> <p>22 better structure, a better process.</p> <p>23 Q. What was the budget threshold in</p> <p>24 Massachusetts above which an organizer needed to</p> <p>25 request approval?</p>	<p style="text-align: right;">Page 153</p> <p>1 A. I don't know beyond what this email is</p> <p>2 suggesting.</p> <p>3 MR. DANNA: I'm introducing</p> <p>4 Exhibit 15, which ends in Bates number</p> <p>5 14079.</p> <p>6 - - -</p> <p>7 (Whereupon, Exhibit 15 was marked for</p> <p>8 identification.)</p> <p>9 - - -</p> <p>10 BY MR. DANNA:</p> <p>11 Q. Do you recognize this document?</p> <p>12 A. I'm not sure that I do. This might be</p> <p>13 something in a packet of materials, but I'm not</p> <p>14 entirely sure.</p> <p>15 Q. Do you have an understanding of the contents</p> <p>16 of this document?</p> <p>17 A. I'm actually not sure I know exactly what the</p> <p>18 document is attempting to do.</p> <p>19 Q. Did the campaign use specific, you know,</p> <p>20 template -- event descriptions or talking points to</p> <p>21 advertise upcoming events?</p> <p>22 A. Could you be a little more specific on that?</p> <p>23 I'm sorry.</p> <p>24 Q. Did the campaign use template descriptions or</p> <p>25 talking points, you know, when an event was planned</p>

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<p style="text-align: right;">Page 162</p> <p>1 And -- and what that goal was</p> <p>2 depended upon your turf, your mandate, what made</p> <p>3 sense. But in every instance across the entire</p> <p>4 country, that's -- that's the fundamental criteria.</p> <p>5 What are the goals that we're setting collectively,</p> <p>6 and how are you doing against those goals?</p> <p>7 And, then, of course, very typical,</p> <p>8 you know, softer metrics -- not metrics. Softer</p> <p>9 criteria including, you know -- you know, how</p> <p>10 collaborative someone was, how eager they were. You</p> <p>11 know, those kind of like less hard -- harder to</p> <p>12 define metrics, but things that matter to</p> <p>13 performance.</p> <p>14 MR. DANNA: I'm going to introduce a</p> <p>15 new exhibit. This one is 16.</p> <p>16 - - -</p> <p>17 (Whereupon, Exhibit 16 was marked for</p> <p>18 identification.)</p> <p>19 - - -</p> <p>20</p> <p>21 BY MR. DANNA:</p> <p>22 Q. So Exhibit 16 ends in Bates number 13271.</p> <p>23 Do you recognize this document?</p> <p>24 A. This looks like a plan regarding</p> <p>25 redeployment.</p>	<p style="text-align: right;">Page 163</p> <p>1 Q. And what does that mean, "plan regarding</p> <p>2 redeployment"?</p> <p>3 A. "Redeployment" generally refers to taking</p> <p>4 capacity from one area and moving it to another</p> <p>5 area. It's typical for campaigns, particularly when</p> <p>6 there is a calendar of -- of consecutive elections,</p> <p>7 not a single election.</p> <p>8 Q. And on this first page, you know, one of the</p> <p>9 states listed is Massachusetts; is that right?</p> <p>10 A. I see that, yes.</p> <p>11 Q. And so was this redeployment plan applicable</p> <p>12 to the campaign in Massachusetts?</p> <p>13 A. I mean, this document certainly is</p> <p>14 considering Massachusetts. I don't know that this</p> <p>15 plan was a final plan by any stretch, but I can see</p> <p>16 this document does look at Massachusetts as one</p> <p>17 state to consider.</p> <p>18 Q. Okay. And on the fourth page which has Bates</p> <p>19 number 13274, towards the bottom, it refers to a</p> <p>20 "States team skills assessment."</p> <p>21 Do you see that?</p> <p>22 A. Yes.</p> <p>23 Q. What was the skills assessment created for?</p> <p>24 A. I think that's the assessment I was referring</p> <p>25 to a moment ago when I -- I recalled that they</p>
<p style="text-align: right;">Page 164</p> <p>1 were -- that we at headquarters created some</p> <p>2 standardized way of measuring performance across --</p> <p>3 across the entire campaign.</p> <p>4 Q. And so this says "The skills assessment will</p> <p>5 be used to evaluate our field staff on who best to</p> <p>6 redeploy."</p> <p>7 Is that right?</p> <p>8 A. That's what this document says, yes.</p> <p>9 Q. So is it fair to say that these reflect, you</p> <p>10 know, critical or key skills of field organizers?</p> <p>11 MR. BATTEN: Objection.</p> <p>12 THE WITNESS: I don't recall exactly</p> <p>13 what criteria we provided to states, but I</p> <p>14 recall that, generally speaking, you know</p> <p>15 we had a very large organization. We</p> <p>16 hired folks at a very rapid clip. There</p> <p>17 was precious little time to do a more</p> <p>18 broad evaluation. Super Tuesday was</p> <p>19 giving us a break point -- a moment in</p> <p>20 time by which to evaluate the entire</p> <p>21 organization.</p> <p>22 So for any number of purposes, it</p> <p>23 seemed wise to have a general evaluation</p> <p>24 of the team and kind of group folks into</p> <p>25 different tiers of performance.</p>	<p style="text-align: right;">Page 165</p> <p>1 BY MR. DANNA:</p> <p>2 Q. And does this reflect the criteria that</p> <p>3 you're referring to?</p> <p>4 A. You mean the bottom of this page that we're</p> <p>5 looking at that says "for organizers"?</p> <p>6 Q. Yes.</p> <p>7 A. Yeah.</p> <p>8 Again, I don't recall if this was the</p> <p>9 exact document that was sent out, but that -- that</p> <p>10 does reflect, you know, the kind of thing we would</p> <p>11 have been seeking to learn.</p> <p>12 MR. DANNA: Okay. It's been a little</p> <p>13 while since lunch, so I think let's take a</p> <p>14 quick break if that works for everyone,</p> <p>15 and we can reconvene at 3:30 Eastern.</p> <p>16 MR. BATTEN: Okay.</p> <p>17 - - -</p> <p>18 (Whereupon, a recess was taken from</p> <p>19 3:22 p.m. to 3:30 p.m., after which time</p> <p>20 the deposition resumed.)</p> <p>21 - - -</p> <p>22 BY MR. DANNA:</p> <p>23 Q. Mr. Kanninen, we've been discussing goals and</p> <p>24 metrics for organizers work throughout the day.</p> <p>25 One question I have is: Why did the</p>

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<p style="text-align: right;">Page 166</p> <p>1 campaign set goals and metrics for organizers?</p> <p>2 A. Well, every campaign of any type in politics,</p> <p>3 and certainly this is true of our campaign, sets --</p> <p>4 sets a goal and a metric so as to be as efficient as</p> <p>5 possible with the task of communicating to voters in</p> <p>6 a short time frame.</p> <p>7 Q. But why does the campaign set those goals?</p> <p>8 Why not just leave the organizers to decide how to</p> <p>9 do that as they will?</p> <p>10 A. Well, again, it depends on the kind of</p> <p>11 program you're running and what you're trying to</p> <p>12 achieve. But, you know, you're trying to achieve a</p> <p>13 task of winning delegates fundamentally. And in</p> <p>14 your path to victory, you might have some sort of</p> <p>15 estimation. Admittedly, it's often more art than</p> <p>16 science, but it is some science that establishes how</p> <p>17 you're going to get to that path to victory.</p> <p>18 In other words, how you're going to</p> <p>19 gain the votes you need to win. And that -- that's</p> <p>20 done in a delegate race, which this was, at a</p> <p>21 congressional district by congressional district</p> <p>22 basis. So every district would have had, you know,</p> <p>23 their individualized path to victory with an</p> <p>24 understanding of how many voters lived there, who</p> <p>25 was committed to whom based on polling or other</p>	<p style="text-align: right;">Page 167</p> <p>1 research we could do, focus groups, modeling, you</p> <p>2 name it. What kind of primary it was? Meaning is</p> <p>3 it open, is it closed? Can we get independents,</p> <p>4 republicans to vote?</p> <p>5 Are we stuck with the just the</p> <p>6 democratic electorate that's narrowed and only</p> <p>7 comprised of registered democrats? What does the</p> <p>8 modeling polling tell us about who is available and</p> <p>9 who is not available? Based on that modeling and</p> <p>10 polling of who is available and who is not</p> <p>11 available? What is the best method to reach them?</p> <p>12 Is that method best done by direct mail? Is this</p> <p>13 type of audience susceptible to that or receptive to</p> <p>14 that?</p> <p>15 Is it best done by paid media? Is it</p> <p>16 best done by political endorsements? Does that</p> <p>17 particular politics work in this area versus that</p> <p>18 area? These are all the considerations that goes</p> <p>19 into making a plan that's tethered to winning the</p> <p>20 votes in a district necessary to get [audio</p> <p>21 distortion] the threshold that nets you delegates.</p> <p>22 So do that, obviously you have to</p> <p>23 centralize some of the core elements of that plan to</p> <p>24 be efficient with your personnel, with your</p> <p>25 capacity, with your time, and with your money. And</p>
<p style="text-align: right;">Page 168</p> <p>1 then from there, you need folks on the ground that</p> <p>2 help tailor that to what's real and -- and modify</p> <p>3 that plan based on how it's going, what -- what --</p> <p>4 what's applicable to that scenario, et cetera.</p> <p>5 But if you don't start with what only</p> <p>6 a centralized data operation can know, then you're</p> <p>7 building a plan based on no strategy. You need a</p> <p>8 coherent centralized strategy, and then from there,</p> <p>9 broaden that out to folks on the ground.</p> <p>10 MR. DANNA: I'm going to introduce</p> <p>11 exhibit -- I think we're on 17.</p> <p>12 - - -</p> <p>13 (Whereupon, Exhibit 17 was marked for</p> <p>14 identification.)</p> <p>15 - - -</p> <p>16 BY MR. DANNA:</p> <p>17 Q. This is a document that ends with Bates</p> <p>18 number 14491.</p> <p>19 Do you recognize this document?</p> <p>20 A. I -- I don't know if I've seen this before.</p> <p>21 Could have been in the packet that I reviewed, but</p> <p>22 I'm not -- I'm not entirely sure.</p> <p>23 Q. Okay. Looking at the document, would you be</p> <p>24 able to tell me what it is?</p> <p>25 A. This looks like a document sent to</p>	<p style="text-align: right;">Page 169</p> <p>1 Massachusetts leadership. It looks like it's</p> <p>2 copying folks from the team from the Eastern Region</p> <p>3 in New York and describing plans and metrics for the</p> <p>4 weekend of action in mid February, early February.</p> <p>5 Q. And who is Erin Phillips, the person who sent</p> <p>6 the email?</p> <p>7 A. I believe Erin was one of the deputy national</p> <p>8 field directors, if I'm not mistaken. Or organizing</p> <p>9 director, I should say.</p> <p>10 Q. And halfway through the email it says "Goals</p> <p>11 for your state." And then there is that table.</p> <p>12 Can you tell me what that table of,</p> <p>13 you know, "goals for your state" would be conveying?</p> <p>14 A. Well, just by reading it, it looks like</p> <p>15 they're creating some metrics around --</p> <p>16 communicating some metrics around events and other</p> <p>17 tactics that could be tracked.</p> <p>18 Q. And so this is the deputy national organizer</p> <p>19 director communicating metrics around events that</p> <p>20 could be tracked to the Massachusetts leadership</p> <p>21 team; is that right?</p> <p>22 A. That's fair, yes.</p> <p>23 Q. And who would create metrics like these?</p> <p>24 A. Would depend on lots of things. There were</p> <p>25 sometimes a national push to do something like a day</p>

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<p style="text-align: right;">Page 170</p> <p>1 of action. That's a technique designed to bring the</p> <p>2 entire campaign together around a single moment</p> <p>3 of -- of particular importance. You do those from</p> <p>4 time to time for a bunch of reasons. Perhaps you do</p> <p>5 so because you have a broad communications</p> <p>6 imperative to communicate to the country that a</p> <p>7 campaign is big and it's strong and it's active.</p> <p>8 Sometimes you do so because we're</p> <p>9 attempting to hit some national metric that matters</p> <p>10 in the Democratic contest itself. Sometimes you do</p> <p>11 so because these national days of action become</p> <p>12 competitions between states. What often happens is</p> <p>13 that one state will challenge a neighboring state to</p> <p>14 try to, you know, beat them effectively in number of</p> <p>15 events or number of doors knocked or whatever they</p> <p>16 want to compete over. And that -- that's healthy</p> <p>17 competition. It's for a greater output.</p> <p>18 So for all of those reasons, a</p> <p>19 National Day of Action might, you know, stem from</p> <p>20 headquarters to lead the team. But that's -- that's</p> <p>21 the rarity. Usually these are -- are -- the program</p> <p>22 itself is managed, you know, within the state and</p> <p>23 tailored to the state. But, again, on occasion,</p> <p>24 you'll have a National Day of Action of the type I</p> <p>25 think you're seeing here.</p>	<p style="text-align: right;">Page 171</p> <p>1 Q. And so just looking a little bit at the --</p> <p>2 this table, one of the rows under the metrics header</p> <p>3 says "total events" and then in the "totals" column,</p> <p>4 it say "30."</p> <p>5 Is it fair, then, to understand that</p> <p>6 the -- the goal communicated to Massachusetts for</p> <p>7 the number of events for this action would have been</p> <p>8 30 events?</p> <p>9 MR. BATTEN: Objection.</p> <p>10 THE WITNESS: Based on the document.</p> <p>11 And I don't -- I don't know really if the</p> <p>12 event goal came from their team and our</p> <p>13 team collaboratively. And it's often the</p> <p>14 case that -- again, we have this deskings</p> <p>15 structure where the regional field desk</p> <p>16 and maybe others from the field leadership</p> <p>17 team in New York would be working with</p> <p>18 state leadership, you know, to create</p> <p>19 roles that made sense.</p> <p>20 So, you know, I don't know if it was</p> <p>21 communicated versus up or down and this is</p> <p>22 just sort of codifying what was decided,</p> <p>23 but it could be either way.</p> <p>24 BY MR. DANNA:</p> <p>25 Q. So for a particular time period, like covered</p>
<p style="text-align: right;">Page 172</p> <p>1 by this email, if the goal in Massachusetts is 30</p> <p>2 events, would that goal then be allocated among</p> <p>3 the -- the region's field offices?</p> <p>4 A. What do you mean by "allocated"?</p> <p>5 Q. Well, I'm asking essentially how the campaign</p> <p>6 would carry out its statewide goal of 30 events at</p> <p>7 the regional level. You know, how would it be that</p> <p>8 those events happen?</p> <p>9 A. Yeah. Well, it can happen in a number of</p> <p>10 ways. Again, it's a two-way conversation, right?</p> <p>11 So I'll paint a picture, I guess, as best I can as</p> <p>12 to how this kind of day of action comes together.</p> <p>13 You know, we might decide nationally that we want a</p> <p>14 day of action on a certain day that was important.</p> <p>15 I recall that February 8th and 9th was right around</p> <p>16 the Iowa caucus dates. I think that's the case.</p> <p>17 So I think that this day of action</p> <p>18 may have been -- the Iowa caucus is happening,</p> <p>19 let's -- let's show the country how prepared we are</p> <p>20 right afterwards, right? So I think that idea</p> <p>21 probably generates from headquarters.</p> <p>22 And then the field desks in New York</p> <p>23 would talk to their field desks in the states about</p> <p>24 that plan. The state directors would probably talk</p> <p>25 to the regional directors also that plan because</p>	<p style="text-align: right;">Page 173</p> <p>1 there would be more than just organizing at play</p> <p>2 here, there would be -- other departments would have</p> <p>3 a role to play in these days of action besides just</p> <p>4 this department.</p> <p>5 And then with some guidance and with</p> <p>6 some general -- general topline goal setting, those</p> <p>7 states would come back to the headquarters teams</p> <p>8 with what they proposed to do. And then I might say</p> <p>9 to my regional team, "Well, how many events do you</p> <p>10 think you're going to be able to pull off for that</p> <p>11 weekend of action?" And they would say, "Well, it</p> <p>12 looks like we've got a couple hundred planned in my</p> <p>13 states total." And we would package that all up in</p> <p>14 the narrative.</p> <p>15 But I -- I say all that to illustrate</p> <p>16 that that conversation happens both ways, right?</p> <p>17 The general concept is presented, but then states</p> <p>18 kind of huddle up, you know, at every level of their</p> <p>19 team and determine what they want to do with that.</p> <p>20 MR. DANNA: Okay. The next exhibit</p> <p>21 is number 18.</p> <p>22 - - -</p> <p>23 (Whereupon, Exhibit 18 was marked for</p> <p>24 identification.)</p> <p>25 - - -</p>

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<p style="text-align: right;">Page 174</p> <p>1 BY MR. DANNA:</p> <p>2 Q. This is a document that ends in Bates number</p> <p>3 14490.</p> <p>4 Do you recognize this document?</p> <p>5 A. I'm not sure if I've seen it or not, but</p> <p>6 it -- it looks like an email from our national field</p> <p>7 leadership to -- to the state leadership in</p> <p>8 Massachusetts.</p> <p>9 Q. Okay. And this, again, has that phrase</p> <p>10 "goals for your state" and then a table with a bunch</p> <p>11 of numbers and dates.</p> <p>12 Is this another example of what you</p> <p>13 were just describing of the -- the national</p> <p>14 organizing team working with the state leadership</p> <p>15 team to come up with goals for the state?</p> <p>16 A. This looks very similar, yes.</p> <p>17 Q. And so in the "Goals for your State" section</p> <p>18 where it says "total events 45," is it right that</p> <p>19 that's -- that's the number of events that could be</p> <p>20 part of that -- that state's organizing plan, and</p> <p>21 that would be determined in cooperation between the</p> <p>22 states leadership and the national organizing team;</p> <p>23 is that right?</p> <p>24 MR. BATTEN: Objection.</p> <p>25 THE WITNESS: I think so, that that</p>	<p style="text-align: right;">Page 175</p> <p>1 is what this is referring to, yeah.</p> <p>2 BY MR. DANNA:</p> <p>3 Q. Is there any other process besides the states</p> <p>4 leadership and the national organizing team coming</p> <p>5 up with the numbers that would result in a set of</p> <p>6 goals for a state?</p> <p>7 A. Is there another process besides and state</p> <p>8 team or the national team setting goals?</p> <p>9 Q. Right. Yeah.</p> <p>10 A. Those would be the entities in the campaign.</p> <p>11 I'm not -- I guess I'm not sure what you're asking.</p> <p>12 Q. Okay. It sounds like that's the answer then.</p> <p>13 A. Yeah.</p> <p>14 Q. And then if we have these 45 goals --</p> <p>15 45-event goal for the state of Massachusetts at this</p> <p>16 particular time period like I believe you said</p> <p>17 earlier, it would then be the state's leadership who</p> <p>18 would coordinate with the different regions to</p> <p>19 figure out how to kind of carry out their goal of 45</p> <p>20 events; is that right?</p> <p>21 A. Yeah.</p> <p>22 Q. Okay. I'll stop sharing that one.</p> <p>23 MR. DANNA: I'm going to introduce</p> <p>24 Exhibit 19.</p> <p>25 - - -</p>
<p style="text-align: right;">Page 176</p> <p>1 (Whereupon, Exhibit 19 was marked for</p> <p>2 identification.)</p> <p>3 - - -</p> <p>4 BY MR. DANNA:</p> <p>5 Q. And this is a document that ends with Bates</p> <p>6 number 12224.</p> <p>7 Now, can you tell me what this</p> <p>8 document is?</p> <p>9 A. It looks like an email from Ross Doty to</p> <p>10 other staff.</p> <p>11 Q. And who is Ross Doty?</p> <p>12 A. I believe Ross was the organizing director in</p> <p>13 Massachusetts.</p> <p>14 Q. Okay. And can you tell who is being emailed</p> <p>15 here?</p> <p>16 A. I recognize Eydie from other correspondence</p> <p>17 and -- that we've been reviewing today. I know -- I</p> <p>18 don't know the other staffers.</p> <p>19 Q. Okay. Does it appear to you like an email</p> <p>20 that would be directed towards the regional</p> <p>21 organizing director team in the state?</p> <p>22 MR. BATTEN: Objection.</p> <p>23 THE WITNESS: It looks of that type</p> <p>24 of email. It would not surprise me if</p> <p>25 that's what this was.</p>	<p style="text-align: right;">Page 177</p> <p>1 BY MR. DANNA:</p> <p>2 Q. Okay. So the -- just jumping to a few points</p> <p>3 in this email. The first is where it says "A word</p> <p>4 to the wise."</p> <p>5 Do you see that?</p> <p>6 A. I do.</p> <p>7 Q. And it says "Goals are increasing this week</p> <p>8 and a lot of your FOs will be nervous about hitting</p> <p>9 them."</p> <p>10 Do you know what goals the state</p> <p>11 organizing director would be referencing in an email</p> <p>12 like this?</p> <p>13 A. I could speculate, but I'm not sure what this</p> <p>14 particular email is referencing.</p> <p>15 Q. In terms of goals that an FO would have to</p> <p>16 hit, would those be goals on things, like door</p> <p>17 knocking, community events, volunteer recruitment,</p> <p>18 like we've talked about earlier?</p> <p>19 A. Yeah. Those are the type of goals that would</p> <p>20 be applicable, for sure.</p> <p>21 Q. Okay. And then going to the next page, is</p> <p>22 there's a section that says "1/31 to 2/6 Field</p> <p>23 Organizer Goals."</p> <p>24 Do you see that?</p> <p>25 A. Yep.</p>

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<p style="text-align: right;">Page 178</p> <p>1 Q. And the couple of parts I just wanted to</p> <p>2 understand better.</p> <p>3 So one is, it says "Goals are a</p> <p>4 floor, not a ceiling."</p> <p>5 What does that mean?</p> <p>6 MR. BATTEN: Objection.</p> <p>7 THE WITNESS: I can't speak to what</p> <p>8 this email means directly, but generally</p> <p>9 speaking, campaigns give the -- the -- the</p> <p>10 guidance and I think the attitude to staff</p> <p>11 and the volunteers that you're trying to</p> <p>12 hit more than a 100 percent of whatever</p> <p>13 your goal is.</p> <p>14 I think I described earlier that it's</p> <p>15 often said that, you know, 98 percent to</p> <p>16 goal is the worst number possible because</p> <p>17 that implies you could have got there, you</p> <p>18 just didn't, right? Almost rather, see</p> <p>19 half to goal because half to goal means</p> <p>20 maybe there's something wrong with the</p> <p>21 program that we can fix. So generally</p> <p>22 speaking, we expect and try to instill the</p> <p>23 attitude across the campaign that a goal</p> <p>24 is a floor.</p> <p>25 ///</p>	<p style="text-align: right;">Page 179</p> <p>1 BY MR. DANNA:</p> <p>2 Q. And below that paragraph it says "Per day,</p> <p>3 per FO, 63 doors, 136 calls, 4 lawn sign requests."</p> <p>4 Can you tell me what that is -- what</p> <p>5 information that's conveying?</p> <p>6 MR. BATTEN: Objection.</p> <p>7 THE WITNESS: I don't know who this</p> <p>8 is to or what time frame or if it's</p> <p>9 generalized averages or if it's specific.</p> <p>10 So I -- I don't really know.</p> <p>11 BY MR. DANNA:</p> <p>12 Q. Did the campaign set daily goals for</p> <p>13 organizers in Massachusetts?</p> <p>14 A. What do you mean by "the campaign"?</p> <p>15 Q. The campaign as an entity.</p> <p>16 So it's -- it's leadership or, you</p> <p>17 know, as a campaign, was there someone in the</p> <p>18 campaign who set daily goals for field organizers?</p> <p>19 A. Well, within the state. You know, RODs</p> <p>20 and -- and field leadership would have set various</p> <p>21 goals for organizers. Some would have been daily;</p> <p>22 some could have been weekly. It would depend.</p> <p>23 Q. And are these at least examples of the daily</p> <p>24 goals that could be set by this standard by a ROD, a</p> <p>25 number of doors, a number of calls?</p>
<p style="text-align: right;">Page 180</p> <p>1 A. You know, again, I don't know. I mean, I'm</p> <p>2 seeing half an email here and this could be -- this</p> <p>3 could be an average communicated to leadership to</p> <p>4 illustrate directionally where we were headed. This</p> <p>5 could be specific to each organizer. I just -- I</p> <p>6 can't tell without more context.</p> <p>7 Q. And did the campaign in Massachusetts track</p> <p>8 whether organizers were meeting any of the daily</p> <p>9 goals that were set for them?</p> <p>10 A. I'm sorry. Could you repeat the first part</p> <p>11 of that? I just missed the first few sentences.</p> <p>12 Q. Did the campaign in Massachusetts track</p> <p>13 whether organizers were meeting the daily goals that</p> <p>14 were set for them?</p> <p>15 A. Yeah. I mean, tracking -- creating metrics</p> <p>16 across the campaign in every state in every -- in</p> <p>17 every region and every commercial district.</p> <p>18 Creating metric goals and then coaching the team</p> <p>19 through those metric goals, which includes tracking</p> <p>20 them was a fundamental job of -- of the entire</p> <p>21 campaign.</p> <p>22 Q. Another document I'd like to show you is</p> <p>23 Exhibit 20.</p> <p>24 - - -</p> <p>25 (Whereupon, Exhibit 20 was marked for</p>	<p style="text-align: right;">Page 181</p> <p>1 identification.)</p> <p>2 - - -</p> <p>3 BY MR. DANNA:</p> <p>4 Q. And this document ends in Bates number 14848.</p> <p>5 Do you know what this document is?</p> <p>6 A. It looks like an email.</p> <p>7 Q. Looking at the document as a whole, do you</p> <p>8 agree it's an email between Ross Doty, the</p> <p>9 organizing director, and a regional organizing</p> <p>10 director?</p> <p>11 A. Yes.</p> <p>12 Q. Okay. So in -- it looks like an email chain.</p> <p>13 But in the chain, it looks like there is an initial</p> <p>14 message from Ross Doty where he says "The following</p> <p>15 people spent more than 15 minutes in 'not ready.'"</p> <p>16 Do you know what's referred to by</p> <p>17 "not ready"?</p> <p>18 A. I don't with -- with real clarity. I mean, I</p> <p>19 can surmise based on the subject line, but I'm not</p> <p>20 really sure.</p> <p>21 Q. Yeah. If you have an understanding based on</p> <p>22 the subject line, I'd appreciate that.</p> <p>23 A. And this is a very cursory understanding, but</p> <p>24 I -- I think that ThruTalk was -- was a -- a</p> <p>25 campaign tool platform that was used in states. I'm</p>

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<p style="text-align: right;">Page 182</p> <p>1 not very familiar with ThruTalk, to be honest. But</p> <p>2 I'm imagining that there were various</p> <p>3 classifications of -- of what phase of ThruTalk you</p> <p>4 were in. So this looks like that.</p> <p>5 But, I -- you know, that's really</p> <p>6 speculation and not a lot of direct knowledge of</p> <p>7 this conversation.</p> <p>8 Q. Did the campaign in Massachusetts set</p> <p>9 guidance for organizers on how many minutes to spend</p> <p>10 in not ready in ThruTalk?</p> <p>11 A. Well, I don't know about that. I think that</p> <p>12 the campaign certainly would have expected</p> <p>13 organizers to be utilizing, you know, evening call</p> <p>14 time as efficiently as possible. That's -- that's</p> <p>15 a -- you know, a function of when people are home,</p> <p>16 there's only so many days, there's only so many</p> <p>17 hours, you know, in those hours, where, you know,</p> <p>18 the sun is shining, so to speak. And I mean that</p> <p>19 metaphorically.</p> <p>20 You know, you want to make sure</p> <p>21 you're -- you're using those hours efficiently. You</p> <p>22 don't get many of them. But I don't know how that</p> <p>23 corresponds to the ThruTalk system.</p> <p>24 Q. And so do you know why Ross Doty would say</p> <p>25 that 15 minutes in not ready is unacceptable?</p>	<p style="text-align: right;">Page 183</p> <p>1 A. Again, I I'd be speculating here. You know,</p> <p>2 assuming this is an email about call time and</p> <p>3 assuming you have only a few hours of productive</p> <p>4 call time a night, you know, if you're -- if you're</p> <p>5 not using that efficiently, that could be a point</p> <p>6 of -- of discussion. But I'm really making an</p> <p>7 assumption.</p> <p>8 Q. Okay. And -- and one more question on this.</p> <p>9 So a little bit further down in the</p> <p>10 email it says "If FOs game the system by sitting in</p> <p>11 'wrap up' the sum total of wrap up won't count."</p> <p>12 Do you know what it means to "game</p> <p>13 the system by sitting in 'wrap up'?"</p> <p>14 A. Well, I'd be speculating to -- to suggest.</p> <p>15 Q. Do you know what it means to sit in wrap up?</p> <p>16 A. Again, I'd be speculating just based on the</p> <p>17 subject line. And, you know, a general knowledge of</p> <p>18 call time. But I don't know what this really refers</p> <p>19 to.</p> <p>20 MR. DANNA: Okay. One more document.</p> <p>21 This is Exhibit 21.</p> <p>22 - - -</p> <p>23 (Whereupon, Exhibit 21 was marked for</p> <p>24 identification.)</p> <p>25 - - -</p>
<p style="text-align: right;">Page 184</p> <p>1 BY MR. DANNA:</p> <p>2 Q. So I have this as Exhibit 21.</p> <p>3 Have you seen this document before?</p> <p>4 A. Yes.</p> <p>5 Q. And what is your understanding of what this</p> <p>6 document is?</p> <p>7 A. This looks like the document we've been</p> <p>8 looking at a couple times today that describes</p> <p>9 the -- the topics and other things of the</p> <p>10 deposition.</p> <p>11 Q. Oh, okay.</p> <p>12 So actually this document, I'll</p> <p>13 represent, is the answer that the campaign served in</p> <p>14 the litigation in response to Plaintiff's complaint</p> <p>15 in the litigation in June 2021.</p> <p>16 Does that help -- help remind you if</p> <p>17 you've seen this before or not?</p> <p>18 A. Oh, I see. I'm sorry. I was -- I was</p> <p>19 conflicting this with another document. I'm not</p> <p>20 sure that I've seen this.</p> <p>21 Q. Okay. So if we turn to page 2, paragraph 4,</p> <p>22 can you just quickly review that paragraph?</p> <p>23 MR. BATTEN: Are you going to show</p> <p>24 him the allegations in paragraph 4 that</p> <p>25 this is responding to, Michael? Or you</p>	<p style="text-align: right;">Page 185</p> <p>1 want him to just respond to what he's</p> <p>2 seeing here?</p> <p>3 MR. DANNA: I'm just asking him to</p> <p>4 review the paragraph that I'm showing</p> <p>5 here.</p> <p>6 THE WITNESS: Okay. I reviewed it.</p> <p>7 BY MR. DANNA:</p> <p>8 Q. Okay. Is it correct that all field</p> <p>9 organizers in Massachusetts are classified as exempt</p> <p>10 from overtime?</p> <p>11 A. Yes.</p> <p>12 Q. And how did it come to be that field</p> <p>13 organizers in Massachusetts were classified as</p> <p>14 exempt?</p> <p>15 MR. BATTEN: I'll just caution the</p> <p>16 witness not to disclose any conversations</p> <p>17 with counsel.</p> <p>18 THE WITNESS: Generally speaking,</p> <p>19 campaigns that I've worked on, you know,</p> <p>20 for forever dating back to 2002, have</p> <p>21 always treated organizers as -- as exempt</p> <p>22 from overtime. And in that way, I think</p> <p>23 it was an assumption at some level that</p> <p>24 would be how we proceed in this instance.</p> <p>25 ///</p>


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<p style="text-align: right;">Page 186</p> <p>1 BY MR. DANNA:</p> <p>2 Q. Were you involved in determining the</p> <p>3 exemption status of organizers in Massachusetts?</p> <p>4 A. Yes. In that I was involved in creating the</p> <p>5 overall compensation structure for organizers around</p> <p>6 the country, which included the organizers of</p> <p>7 Massachusetts.</p> <p>8 Q. Was anyone else involved in determining the</p> <p>9 exemption status of organizers in Massachusetts?</p> <p>10 A. I don't recall a specific conversation about</p> <p>11 exemption status. As I said, it was almost really</p> <p>12 a -- an assumption, certainly on my part, given</p> <p>13 that's how this class of employee has always been</p> <p>14 treated on every campaign that I've ever known.</p> <p>15 Q. So you don't recall if there was any other</p> <p>16 specific person or department that was involved in</p> <p>17 determining that exemption status?</p> <p>18 A. No. I don't recall a conversation about the</p> <p>19 exemption status specifically at all.</p> <p>20 Q. And who made the final decision about the</p> <p>21 exemption classification for organizers?</p> <p>22 A. To the extent that was an open question, I'm</p> <p>23 not aware.</p> <p>24 Q. Did the campaign consult with lawyers when</p> <p>25 making the decision to classify organizers as</p>	<p style="text-align: right;">Page 187</p> <p>1 exempt?</p> <p>2 A. If there was any consultation, I wasn't a</p> <p>3 part of it.</p> <p>4 Q. Understood.</p> <p>5 But I'm asking: Did the campaign</p> <p>6 consult the lawyers when making that decision?</p> <p>7 A. I'm not aware.</p> <p>8 Q. You can't say yes or no?</p> <p>9 A. It's possible, but I'm not aware of that</p> <p>10 conversation.</p> <p>11 Q. When did the campaign decide to classify</p> <p>12 organizers as exempt?</p> <p>13 A. I really think it was an assumption made</p> <p>14 almost immediately, and one that held consistently.</p> <p>15 I -- I don't recall there being a discussion point</p> <p>16 about it.</p> <p>17 Q. Did the campaign decide to classify</p> <p>18 organizers as exempt before it started hiring</p> <p>19 organizers?</p> <p>20 A. Well, we set a compensation level in full</p> <p>21 awareness of the number of hours that would be</p> <p>22 required to do this job. And so in the sense that I</p> <p>23 was aware of a couple things.</p> <p>24 I was aware of what other campaigns</p> <p>25 paid their organizers, and so we set a compensation</p>
<p style="text-align: right;">Page 188</p> <p>1 level that was higher and, therefore, more</p> <p>2 competitive. But we also were cognizant of, you</p> <p>3 know, at the time what had been the -- since</p> <p>4 rescinded, but at the time, Obama Department of</p> <p>5 Labor ruled that it would establish a floor of 47K a</p> <p>6 year for salaried employees before overtime would be</p> <p>7 required. So we wanted to be above that. And we</p> <p>8 certainly recognized the number of hours that were</p> <p>9 at play in doing this job, as noted in some of the</p> <p>10 documents we've covered.</p> <p>11 So to the extent that we were aware</p> <p>12 this was going to be a, you know, 50-, 60-</p> <p>13 70-hour-a-week job or more, depending on how many</p> <p>14 days a week you were working, that conversation in</p> <p>15 terms of establishing a base salary, that was fair</p> <p>16 and equitable, was certainly a conscious choice</p> <p>17 before hiring.</p> <p>18 But I do not recall a conscious or</p> <p>19 explicit discussion of the exemption status before</p> <p>20 hiring. That's sort of embedded in that early</p> <p>21 calculation that we were making, but it wasn't a</p> <p>22 specific discussion point that I was part of.</p> <p>23 Q. So when you say you were cognizant of the</p> <p>24 labor rule establishing the floor of 47,000 for</p> <p>25 salaried employees and wanted to be above that, how</p>	<p style="text-align: right;">Page 189</p> <p>1 did that factor into this decision of whether</p> <p>2 organizers would be exempt or nonexempt?</p> <p>3 MR. BATTEN: Objection.</p> <p>4 THE WITNESS: I mean, again I -- I'd</p> <p>5 classify it as more of an assumption than</p> <p>6 a decision. You know, I -- I walked into</p> <p>7 the -- the role as states director with an</p> <p>8 understanding that from campaigns I've</p> <p>9 been a part of in 2002 and 2004 and 2006,</p> <p>10 and 2008 and '12 and '16 and in '18, in</p> <p>11 all of those, had paid organizing staff</p> <p>12 and all of those were considered exempt.</p> <p>13 And overtime was never a contemplated</p> <p>14 expense in any those campaigns.</p> <p>15 Now, having said that, I was also</p> <p>16 cognizant of the fact that organizers</p> <p>17 increasingly saw in democratic politics</p> <p>18 were expecting more, in some cases seeking</p> <p>19 collective bargaining agreements. And I</p> <p>20 was aware that previous campaigns, even</p> <p>21 those I had been on had grossly underpaid</p> <p>22 organizers given the time that that</p> <p>23 required.</p> <p>24 And so for all those reasons,</p> <p>25 assuming the exemption status would be the</p>

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<p style="text-align: right;">Page 190</p> <p>1 same as every other campaign I had known, 2 understanding that the world was changing 3 for the better and understanding we needed 4 to be fair and competitive in our 5 salaries, we used that assumption to 6 create a compensation form. 7 But I don't think we had a debate or 8 decision, at least not one that I'm aware 9 of, about the nature of that status. It 10 was simply the incumbent status for every 11 organizer from time in memorial. 12 BY MR. DANNA: 13 Q. If there had been a discussion about whether 14 to classify organizers as exempt or nonexempt, would 15 you have been a part of it? 16 MR. BATTEN: Objection. 17 THE WITNESS: Possibly. I don't 18 know. 19 BY MR. DANNA: 20 Q. Who would know if there had been a discussion 21 about whether to classify organizers as exempt or 22 nonexempt? 23 A. I could only speculate wildly as to who might 24 have known about a conversation. I'm not aware as 25 to whom.</p>	<p style="text-align: right;">Page 191</p> <p>1 Q. Do you know the -- the people or departments 2 who would have been responsible for determining the 3 exemption status of a position like the organizers? 4 MR. BATTEN: Objection. 5 THE WITNESS: I'd be speculating. 6 BY MR. DANNA: 7 Q. Was there a person or department on the 8 campaign responsible for determining the exemption 9 status, even if they didn't have a conversation 10 about it? 11 MR. BATTEN: Objection. 12 THE WITNESS: Again, it's impossible 13 for me to know and speculate, given it was 14 from my experience, a very basic 15 assumption. 16 BY MR. DANNA: 17 Q. Okay. I'm just going to go back to Exhibit 1 18 one more time. I'm going to share the screen. 19 Can you see paragraph number 9? 20 A. Yes. 21 Q. And this refers to the decision to classify 22 field organizers as exempt, including -- it lists a 23 few things. And number 4 is "The individuals or 24 departments involved in making or approving the 25 decision."</p>
<p style="text-align: right;">Page 192</p> <p>1 Do you see that? 2 A. I do. 3 Q. Did you do anything to prepare to testify on 4 the topic of the individuals or departments involved 5 in making or approving the exemption decision? 6 A. I reviewed the documents provided by counsel 7 which is number 35, and then also my deposition from 8 a previous action. 9 Q. After reviewing those documents and your 10 prior testimony, you're still not able to say 11 whether there was an individual or department 12 involved in making or approving the exemption 13 decisions? 14 MR. BATTEN: Objection. 15 THE WITNESS: The knowledge that I 16 have is that like every other campaign in 17 the history of democratic politics, field 18 organizers were going to be considered 19 exempt employees to the point at which it 20 was a given and an assumption from the 21 get-go. 22 I believe that assumption was well 23 understood because the context of our 24 compensation conversations was all around 25 the fact that they'd be working 60, 70,</p>	<p style="text-align: right;">Page 193</p> <p>1 80 hours a week without overtime. 2 BY MR. DANNA: 3 Q. Right. 4 A. And so more than just a casual assumption. 5 It was baked into the very fabric of the 6 compensation discussion of which I was a part of. 7 But if you're asking was there some 8 separate conversation specific to that assumption 9 and whether that assumption was poked at separately, 10 I -- I don't know that that happened or existed and 11 couldn't speculate as to who might have done that. 12 But I am quite clear of understanding that 13 assumption was there from the beginning, and our 14 compensation decisions reflected that assumption 15 fairly explicitly. 16 Q. Did you speak to anyone else on the campaign 17 to try to determine if any individuals or 18 departments had conversations about the exemption 19 status of organizers? 20 A. Other than speaking with counsel and 21 reviewing the documents I've described previously, 22 no. 23 MR. DANNA: Okay. I'm nearly done. 24 I'm just going to take a quick five-minute 25 break to look at my notes and then I'll --</p>

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<p style="text-align: right;">Page 194</p> <p>1 then I'll come back.</p> <p>2 MR. BATTEN: Okay.</p> <p>3 - - -</p> <p>4 (Whereupon, a recess was taken from</p> <p>5 4:13 p.m. to 4:18 p.m., after which time</p> <p>6 the deposition resumed.)</p> <p>7 - - -</p> <p>8 MR. DANNA: Okay. I think we're</p> <p>9 ready to get back on the record.</p> <p>10 So I have no further questions that I</p> <p>11 can ask today. The deposition -- we're</p> <p>12 not going to conclude the deposition.</p> <p>13 We're going to keep it open.</p> <p>14 Our view is that the campaign has not</p> <p>15 adequately prepared a witness on a number</p> <p>16 of the deposition topics, and so we'll be</p> <p>17 conferring with the campaign on that issue</p> <p>18 and how to approach it and address it.</p> <p>19 But that would be it for today.</p> <p>20 Mr. Kanninen, I want to thank you for</p> <p>21 the time you took today out of your</p> <p>22 schedule answering my questions, and I</p> <p>23 hope you and everyone else has a great</p> <p>24 rest of your day.</p> <p>25 MR. BATTEN: We obviously disagree</p>	<p style="text-align: right;">Page 195</p> <p>1 with the characterization that the witness</p> <p>2 was inadequately prepared or wasn't the</p> <p>3 right witness, but we'll -- we'll deal</p> <p>4 with that outside the transcript.</p> <p>5 MR. DANNA: All right. Thank you,</p> <p>6 everyone.</p> <p>7 THE STENOGRAPHER: Do you need a</p> <p>8 copy, Mr. Batten?</p> <p>9 MR. BATTEN: Yes, please.</p> <p>10 THE STENOGRAPHER: Thank you.</p> <p>11 Have a good day.</p> <p>12 - - -</p> <p>13 (Whereupon, the deposition was</p> <p>14 concluded at 4:20 p.m.)</p> <p>15 - - -</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>
<p style="text-align: right;">Page 196</p> <p>1 CERTIFICATE</p> <p>2 I HEREBY CERTIFY that the proceedings, evidence,</p> <p>3 and objections are contained fully and accurately in the</p> <p>4 stenographic notes taken by me upon the deposition of</p> <p>5 DANIEL KANNINEN taken on SEPTEMBER 12, 2022, and that this</p> <p>6 is a true and correct transcript of same.</p> <p>7</p> <p>8 I FURTHER CERTIFY that I am neither attorney nor</p> <p>9 counsel for, not related to nor employed by any of the</p> <p>10 parties to the action in which this deposition was taken;</p> <p>11 further, that I am not a relative or employee of any</p> <p>12 attorney or counsel employed in this case, nor am I</p> <p>13 financially interested in this action.</p> <p>14</p> <p>15 </p> <p>16</p> <p>17 Michelle Keys</p> <p>18 Stenographer</p> <p>19 and Notary Public</p> <p>20</p> <p>21 (The foregoing certification of</p> <p>22 this transcript does not apply to any</p> <p>23 reproduction of the same by any means</p> <p>24 unless under the direct control and/or</p> <p>25 supervision of the certifying reporter.)</p>	<p style="text-align: right;">Page 197</p> <p>1 ERRATA SHEET</p> <p>2 PAGE LINE CHANGES OR CORRECTION AND REASON</p> <p>3 _____</p> <p>4 _____</p> <p>5 _____</p> <p>6 _____</p> <p>7 _____</p> <p>8 _____</p> <p>9 _____</p> <p>10 _____</p> <p>11 _____</p> <p>12 _____</p> <p>13 _____</p> <p>14 _____</p> <p>15 _____</p> <p>16 _____</p> <p>17 _____</p> <p>18 _____</p> <p>19 _____</p> <p>20 _____</p> <p>21 _____</p> <p>22 _____</p> <p>23 _____</p> <p>24 _____</p> <p>25 _____</p>